

Salford City Council

2021-22 Strategic Risk Register

End of year update

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.

SCCSRR.001 Financial Resilience

Risk Owner: Debbie Brown
Assigned to: Joanne Hardman

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 not carefully managed in partnership with Salford Clinical Commissioning Group (CCG) there is a risk that implementation of recommendations from 'The White Paper - Integration and Innovation: working together to improve health and social care for all' might undermine long established, well embedded local partnership working and unravel existing arrangements that work well for Salford, including participation in the pooled / integrated funds. This could result in an inability to deliver the ambitions outlined in our Salford Locality Plan and / or other city-wide strategies.

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.

Existing Controls

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 the identification of any budget gap in order for opportunities to reach a balanced position to be identified and assessed.
- a risk-based approach to the use of reserves, identifying appropriate reserve levels and ensuring that reserves are not 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, identifies the financial impact of investment in schemes and limits the amount of unsupported borrowing to be taken.

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, focused '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.

Health and Care Reform:

Existing partnership working arrangements for integrated commissioning are well embedded across the system

Locality leaders are fully engaged in discussions for health and care reform

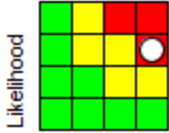

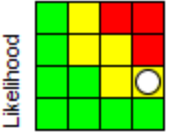


All partners are engaged in the new transition to ICS arrangements including the newly established ICS Transition Board and various workstream delivery groups

Existing Controls - Assurances

Annual budget setting process culminating in Council approval of annual budget, MTFs, treasury management strategy and capital strategy.
 Accuracy of budget monitoring and forecasting when compared to outturn position.
 Review of main financial systems and processes by internal audit
 Annual audit of the statement of accounts by external auditor.
 Health and Care Reform:
 ICS Transition Board and Programme Reports through existing governance channels
 Reports through existing governance channels

Gaps in Existing Controls

None identified.

Original Risk	12	Current Risk	12	Target Risk	8	Latest Update	17 May 2022
						Next Assessment	04-Jul-2022
Impact		Impact		Impact		Risk Treatment Plan	
Major	4	Major	4	Major	4	Monthly monitoring against savings targets and budgets help the Council to identify any slippages in its savings programme as early as possible.	
Likely	3	Likely	3	Unlikely	2		
Risk Identified	12-May-2021	Risk Assessed	01-Apr-2022	Target Date	31-Mar-2022		
Risk Movement since last assessment	 Increasing			Risk History			

Potential actions for improvement – End of year update

The 2021/22 statement of accounts is currently being prepared with the expectation that there will be no call upon general balances to support the council’s revenue budget. As such the risk associated with financial resilience for the financial year 2021/22 is reduced however the risk score above reflects the ongoing risk associated with financial resilience in the medium to long term. Once finalised the statement will be published and subject to public scrutiny and external audit. The council approved a balanced annual budget for 2022/23 at its meeting in February 2022. The medium-term financial strategy covering the period to 2024/25 was also approved which set out the financial challenge facing the council in future years. This will form the starting point for setting the 2023/24 annual budget and extended medium term strategy. Key issues include:-

- various funding changes have been anticipated in recent years including business rate reform and reset and the introduction of fair funding however implementation has been delayed. It is not yet clear whether the government will introduce these changes in 2023/24.
- financial impact of health reform in terms of the overall level of financial resources available but also the process for managing these resources and associated risks.
- ability to deliver savings through the innovate programme.
- resilience of the collection fund in terms of growth and our ability to collect council tax and business rates.
- impact of inflationary pressures upon existing assumptions for both revenue and capital spend.
- development of business cases to support any revenue and capital investment.
- adequacy of reserves with further assessment to be undertaken as part of the budget setting process

Progress against these issues will inform updates to the risk assessment during 2022/23.

SCSRR.002 Stability and capacity of workforce and maintaining a strong organisational culture

Risk Owner: Debbie Brown
Assigned to: Sam Betts

If the council does not have a motivated and engaged workforce with sufficient capacity and capability to deliver and support the delivery of services for our residents at the right time in a flexible, integrated and place-based way it will impact upon ability to deliver services. As we move to a new operating model, if we do not engage with staff and ensure our culture remains resilient, this may lead to instability of the workforce, creating a negative impact on the ability of staff to do their job and maintain the effective delivery of services. This will result in increased demand for more specialist services, resident dissatisfaction at the service level provided and impact upon employee engagement and wellbeing.

Existing Controls

- Strong organisational values embedded across the whole organisation.
- Wide range of employee engagement forums through the Salford 100, staff equality groups, Senior Leadership Team, Exchange Network, Virtual Manager Network and the trade unions to ensure staff voice at all levels across the council.
- MyWork programme to develop modern fit for the future working practices, workplaces and workspaces co-designed with managers and staff across the council.
- Targeted recruitment campaigns and different approaches for more difficult to fill posts using appropriate tools and social media.
- Developing our talent pipeline through work placements, apprenticeships, undergraduate and graduate programmes working closely with our partners at Salford College and Salford University.
- 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.
- Maximising the opportunities provided through apprenticeships to upskill the current and future workforce.
- #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.

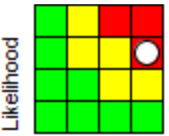
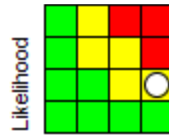



In addition to the control measures detailed above additional measures have been implemented to ensure capacity to continue to deliver and support the delivery of essential services during the global pandemic. Work is ongoing to ensure that the council has the right people in the right place to continue 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.

Existing Controls - Assurances

None currently identified - requires further consideration

Gaps in Existing Controls

A more informed approach to workforce planning based on an understanding of future workforce skills requirements

Original Risk	12	Current Risk	8	Target Risk	8	Latest Update	01 Apr 2022
						Next Assessment	04-Apr-2022
Impact		Impact		Impact		Risk Treatment Plan	
Major	4	Major	4	Major	4	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. The MyWork programme continues to support the return to workplace - which is the Council's approach to enabling people to work smarter - reducing unnecessary travel and supporting place-based working.	
Likely	3	Unlikely	2	Unlikely	2		
Risk Identified	12-May-2021	Risk Assessed	01-Apr-2022	Target Date	31-Mar-2022		
Risk Movement since last assessment	 Decreasing			Risk History			

Potential actions for improvement – End of year update

Building on the peer review findings and wider national, regional and local context continue to develop an organisational development strategy and plans underpinned by a more strategic approach to workforce planning with a focus on recruitment and retention, clear career pathways, professional development, equitable reward and recognition and a strong flexible/hybrid working offer as the norm.

The people element of this broader OD strategy will focus on the core areas of:

- Retention
- Reward and equitable pay
- Succession Planning
- Recruitment

These can be broken down and further grouped as detailed below:

<p>Learning Organisation</p> <ul style="list-style-type: none"> • Career pathways • Clear progression • Succession planning • Coaching / mentoring • PDRs & development plans • Development programmes • Use of apprenticeships 	<p>Employee Wellbeing</p> <ul style="list-style-type: none"> • Flexible / Hybrid Working • Work-life balance • Meaningful work – sense of purpose • Mental/Physical/Financial wellbeing
<p>Appreciation & Recognition</p> <ul style="list-style-type: none"> • Equitable pay • Wider rewards • Staff awards • Social appreciation - saying thank you! 	<p>Engagement</p> <ul style="list-style-type: none"> • Inclusive & supportive culture • Employee voice • Trust based leadership • Open conversations • Regular feedback - listen • Address issues

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 opportunities that the apprenticeship levy provides.

Priority actions

- Further develop and embed a strong flexible and hybrid working offer.
- Develop a structured approach to succession planning with a framework for the identification of critical posts /workforce plans.
- Develop a suite of engagement & feedback tools to enhance employee voice across all service areas (surveys, focus groups, exit and stay put interviews, etc).
- Develop & implement an equitable pay & reward strategy to address current challenges being faced.
- The Salford Manager – clear expectations of all managers across the organisation.
- Refine the #LeadingSalford behaviour and development frameworks.
- Core leadership and management development programme.

SCCSRR.003 Infectious disease outbreaks (including Coronavirus)

Risk Owner: Dr Muna Abdel Aziz
Assigned to: Dr Muna Abdel Aziz

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.

Existing Controls



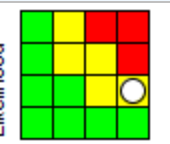


GM Multi-agency Outbreak Plan and in particular the Greater Manchester High Consequence Infectious Disease (HCID) Plan in place.
 GM COVID 19 Outbreak Plan and Salford COVID 19 Outbreak Management Plan.
 Salford Health Protection Board.
 NHS England/Public Health England/Salford City Council joint work on screening and immunisation – includes targeted work to increase uptake.
 Emergency plans and pandemic plans in place.
 National command and control arrangements and comms via Public Health England.
 Business continuity plans in place.

Existing Controls - Assurances

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.
 Infection control messages and personal protection for staff and the public.
 Business continuity plans to be activated.
 Wider businesses, schools, community organisations business continuity (where affected).
 Advice on mass gatherings.
 Treatment/vaccination (which may not be available in the short term) to protect contacts and to control the outbreak.

Gaps in Existing Controls

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.
 New and re-emergent diseases represent a global challenge like polio, measles after worldwide schedules have been disrupted through the pandemic with many people being partially or not vaccinated.

Original Risk	12	Current Risk	12	Target Risk	8	Latest Update	22 Apr 2022
						Next Assessment	04-Jul-2022
Impact		Impact		Impact		Risk Treatment Plan	
Major	4	Major	4	Major	4	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	
Likely	3	Likely	3	Unlikely	2		
Risk Identified	21-Feb-2020	Risk Assessed	01-Apr-2022	Target Date	31-Mar-2023		
Risk Movement since last assessment	 Decreasing			Risk History			

Potential actions for improvement – End of year update	
<p>This risk has reduced in terms of the likelihood of mass fatalities, and multiple setting outbreaks, detrimental to business continuity as was seen at the height of the pandemic. However, the rates of COVID-19 have remained high with emergence of Omicron and frequent mutations of the virus.</p> <p>An early warning system for Salford has been developed to enable the city to have early sight of concerns. We continue to advise a precautionary approach with COVID secure arrangements in place as part of the Health and Safety duty in all settings. In addition, there are national changes to UKHSA which will have implications for Salford on outbreak management which at this time are not fully understood therefore the outbreak management plan will be updated in the summer. Due to disruption to worldwide vaccination schedules and increased social contact we have received alerts on increasing national cases of scarlet fever, polio, diphtheria. Communications have gone to parents and carers on scarlet fever.</p>	<p>months.</p> <p>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 response and 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.</p> <p>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>

SCCSRR.004 Cyber security

Risk Owner: Debbie Brown
Assigned to: Steven Fry; Debbie McCarron

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. If sufficient measures are not in place to combat the risk of threats that can originate from the internet, corporate networks, maintenance activities, software upgrades and unauthorised access etc. this has the potential to result in incident that will have a major impact on the City Council's ability to operate and deliver services.

Existing Controls

At present the following measures are in place:

Protective monitoring:

- 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.
- All incoming mail is scanned automatically by 2 separate systems to ensure that it does not contain viruses or malware.
- Multiple layers of firewall are in place on all external connections to the Council's network, preventing unauthorised access to data and systems.
- 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.
- Regular penetration tests are carried out on all external access points to the Council's network to ensure unauthorised access cannot be achieved.
- 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.

Threat hunting:

- 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.
- 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.

Vulnerability management:

- 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.
- Access Layer segmentation – Lateral communication is prevented at Layer 2 to mitigate virus/malware movement at the network layer, so device independent.

Cyber Threat Intelligence:

- 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.

Organisational awareness:

- 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.

Security Operations Centre:

- Security Operations Centre (SOC) in partnership with Home of Skills and Technology (HOST) and Microsoft. This provides dedicated monitoring, analytics and threat detection across the whole end point and infrastructure estate. This coupled with the existing controls provides 24/7 enhanced protection. Roll out of multi factor authentication.

Membership of Regional and National Information Security Groups

- Active members of the Northwest Warning, Advice & Reporting Point (WARP) and the government's Cyber Security Information Sharing Partnership (CiSP), which provide guidance and advance warning of known threats.
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Existing Controls - Assurances

- Business impact assessment
- Business continuity plan
- Disaster recovery plan
- ISO27001 certification
- 3 Yearly rolling internal audit plan

Gaps in Existing Controls										
Original Risk		16	Current Risk		16	Target Risk		12	Latest Update	12 Apr 2022
						Risk Treatment Plan		Next Assessment	04-Jul-2022	
Major		4	Major		4	Major		4	<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> <p>The DDaT team and the council's Data Protection Officer (DPO) continually review cyber security defences and controls to monitor the threat.</p> <p>Recent comms around completing the latest data protection training, which includes some information security elements, continues to raise awareness with users.</p> <p>The roll out of multi-factor authentication will add another layer of security.</p>	
Very Likely		4	Very Likely		4	Likely		3		
Risk Identified	04-Dec-2019	Risk Assessed	01-Apr-2022	Target Date	31-Mar-2022	Risk History				
Risk Movement since last assessment			Constant							
Potential actions for improvement – End of year update										
Roll out of multi factor authentication across directorates and 3-year cyber roadmap in draft.										

SCCSRR.005 Impact of climate change

Risk Owner: John Searle
Assigned to: Jim Wensley

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 events 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.

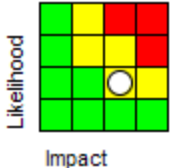
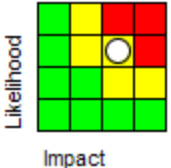
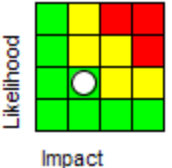


Existing Controls

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.006) 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 (March 2019) – 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. We have organised Salford's Climate Change work so that it reflects GM's five-year Environment Plan of which Salford's Climate Action Board are in place to oversee progress against delivery.

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	9	Target Risk	4	Latest Update	19 May 2022
						Next Assessment	02-Jan-2023
						Risk Treatment Plan	
Serious	3	Serious	3	Significant	2	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.	
Unlikely	2	Likely	3	Unlikely	2		
Risk Identified	11-Feb-2020	Risk Assessed	01-Apr-2022	Target Date	31-Mar-2022	The city council takes its responsibilities regarding flooding very seriously. As an example, applications for new development in flood risk 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. 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	
Risk Movement since last assessment	 Constant			Risk History			

Potential actions for improvement – End of year update

Salford has organised its Climate Change work so that it reflects GM's five-year Environment Plan. Salford's Climate Action Board are in place to oversee progress against delivery.
 In addition, climate change is a theme running through recently developed strategies including Salford's Housing Strategy and Inclusive Economy Strategy. Responding to the climate emergency is now one of Salford's Great Eight – this places Climate Change at the heart of what the council does. The Local Plan, which includes policies promoting a pathway to zero carbon development and seeking to mitigate climate change through new development, has progressed through

examination hearings during the past quarter.

The climate action board was established to bring stakeholders from across the council and external organisations to oversee projects and programmes associated with meeting the city's carbon neutral target. The council has also established subgroups of the board to progress detailed work on various themes, these include:-

- Our homes - Reducing carbon emissions from homes by retrofitting and reducing heat demand.
- Our buildings - Reducing carbon emissions and heat demand from existing and new commercial and public buildings.
- Our green infrastructure - Increasing biodiversity and managing green and blue infrastructure sustainably. Increasing investment and engagement in the natural environment.
- Culture change and engagement - Encouraging positive engagement and behaviour change and raising awareness of programme and impact.

Each of these sub-groups have developed their own action plans to accelerate Salford's response to climate change.

Current projects include:

- The Public Sector Decarbonisation Scheme which is currently underway with roof mounted solar PV arrays already completed and the installation of Air Source Heat Pumps at sites including challenging buildings such as the Town Hall completing during the next quarter.
- Unlocking Clean Energy in Greater Manchester (UCEGM) – ERDF funded programme – which will see a Hydro-electric scheme built on the river Irwell and a 2 Megawatts Solar farm on council land in Little Hulton. This will be supplemented by solar car ports at both Council Depots. These projects are due to go out to tender in coming weeks
- IGNITION – IGNITION Nature Based Solutions Living Lab at the University of Salford with 4 key areas - an innovative rain garden (SUDS scheme), a green wall and deck housing seasonal, pollinator, edible and biodiverse plants, sustainable drainage tree planting and green roof and wall. This programme has just finished and will provide useful learning nationally and in Salford.
- Sustainable travel – the development of extensive walking and cycling routes as part of the GM bee network, the purchase of electric vehicles for the council's fleet and a recent successful bid for funding for e-cargo bikes.

Further work has been developed which will inform future pipelines of climate related work, these include:

- The Salford local area energy plan or LAEP which will help us understand which technologies will help us meet our Carbon Budget
- Go Neutral which is reviewing council assets to see which could support our energy future. A further development of Go Neutral involves a GMCA administered framework to develop smart energy opportunities.

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.

The emerging approach to retrofit should reduce the risk of excess summer and winter deaths in the event of extreme weather events. 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. 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.

SCSRR.006 Inability to deliver minimum service levels/statutory service levels as a result of a business interruption/emergency incident

Risk Owner: John Searle
Assigned to: Jeanette Staley

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.
 Due to the COVID-19 pandemic there is a potential risk that the council may not be able to maintain delivery of council services / vibrancy of the city.

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. On call is in place via a weekly on call system of bronze, silver and gold officers. The local resilience forum is still meeting quarterly.
 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. The Business Continuity Champions are still meeting quarterly.
 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 (as part of the Business Continuity Champions). We have been doing regular checks in relation to HGV driver/fuel shortage. No impacts seen so far in relation to this in Salford.
 COVID-19 – the council has a full command and control structure to manage the ongoing COVID-19 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 COVID-19 please refer to the COVID-19 Outbreak Management Control Plan and the Recovery Co-ordinating Group Recovery Plan. For the actions we would take in relation to an Emergency Incident please refer to our emergency response and 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	16	Target Risk	4	Latest Update	13 May 2022
<p>Likelihood</p> <p>Impact</p>		<p>Likelihood</p> <p>Impact</p>		<p>Likelihood</p> <p>Impact</p>		Next Assessment	01-Jan-2024
Major	4	Major	4	Significant	2	Risk Treatment Plan	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.
Likely	3	Very Likely	4	Unlikely	2		
Risk Identified	11-Feb-2020	Risk Assessed	01-Apr-2022	Target Date	31-Mar-2022		

Risk Movement since last assessment	 Constant	Risk History		<p>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. Since September it has met twice a week and is still running on this schedule. All silver and bronze meetings (cells) are still operating and stood up - their frequency depends upon the COVID circumstances at the time. Risks and actions are captured for all meetings and are being collated into a timeline documenting our response.</p> <p>The Chief Executive as chair of GOLD, reports regularly to the City Mayor. Regular meetings take place with other portfolio holders to ensure democratic oversight.</p> <p>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. This plan has not been built into directorate business plans. The Council is part of a wider Greater Manchester approach to "Build Back Better" after the pandemic.</p> <p>Due to the ongoing situation in relation to COVID-19, risk scores remain changeable and will be reviewed on a monthly basis.</p>
Potential actions for improvement – End of year update				
<p>The council and its partners on the resilience forum continues to respond to the ongoing COVID-19 Pandemic as well as maintain our BAU (Business as usual) activity. There have been a number of (relatively minor) emergency incidents that our on-call arrangements have responded to as well as managing the ongoing pandemic. In addition to this the country as a whole is starting to see the impacts of Brexit with examples of HGV and Fuel Shortages. As referenced above Salford has not seen this impact yet but it is monitoring this closely. Furthermore, as we head into winter, our resilience is likely to be tested due to weather related issues and pressure on the NHS (and therefore the Local Authority by extension) around multiple illnesses (COVID and Flu concurrently) The risk rating is still accurate given the emergency climate we are currently operating in.</p> <p>When COVID19 became a concern in Feb / March 2020 each directorate was asked to complete a covid specific business continuity plan – this focused on 1) identifying essential services that need to be maintained 2) what mitigation could be put in place to ensure essential services still operated with a significant loss of staff (set at 10% and 20%).</p> <p>In light of the escalating COVID19 situation and the likelihood that staff absence due to COVID19 is becoming the dominant risk, each directorate has been asked to review and refresh their covid19 specific business continuity plans with additional scenarios of a loss of staff of 25% and 50%.</p> <p>The COVID emergency is stabilising and at the next review in July 22 risk scores are likely to decrease.</p>				

SCCSRR.007 Effective governance and decision making

Risk Owner: Debbie Brown
Assigned to: Joanne Hardman; Iolanda Puzio

If we do not have and operate an effective and agile governance framework coupled with strong strategic and political leadership, then we will be unable to ensure we have appropriate decision-making arrangements in place which would affect our ability to meet statutory requirements to make decisions in a proportionate, transparent and lawful way. Failure to meet these fundamental principles of good corporate governance at the Council or indirectly through a range of delivery models and partnership working leads to loss of public and business confidence in the organisation, reputational or financial loss and a diminution in our ability to operate as an effective and respected public authority and leader of place.

Existing Controls

There are a range of active and complementary controls in place. The Constitution of the Council is the bedrock of good governance. It is kept under review by the Monitoring Officer. It was last updated in November 2021. The Council operates a Governance Group whose primary responsibility is to prepare and have the oversight of delivery of the Annual Governance Framework and improvement plan. That Group is due to meet in May 2022 to commence the review of the previous year's governance arrangements.

More broadly, the Council has in place a Code of Corporate Governance which is approved annually by the Audit Committee following engagement with the Council's Corporate Management Team (CMT), the City Mayor and the Cabinet so that there is senior accountability and ownership. The same process is followed annually for the Annual Governance Statement, which is a documented assessment of how the Code is being operated at the Council.

The Council has arrangements in place for executive decision-making. Items for decision are developed and challenged in an appropriate way with input from professionally qualified officers and CMT where necessary as well as lead member input. Delegated executive decisions are carried out through a mature scheme of delegation and decisions are taken and published in a transparent way. The scheme of delegation is contained in the Constitution and understood by members and officers. Operation of the scheme is overseen by the Committee Services Team.

The Council has well-established arrangements for scrutiny which are member-led and supported strongly by officers. The O and S Committee and the Panels have agreed annual work programmes and as well as making recommendations to the City Mayor and the Council's CMT on service improvement and executive decision-making throughout the year, they produce an annual report to Council summarising activity and impact of scrutiny activity in the previous year. The Audit Committee is chaired by a member of the opposition which is in line with CIPFA good governance practice.

Independent assurance of the Council's arrangements is provided by internal auditors, external auditors and external regulatory oversight for example Ofsted and Care Quality Commission.

There are established arrangements and Codes of Conduct for officers and members which are widely communicated and followed. Annual learning and development on the code of conduct takes place for new members as well as existing members of the council. Member development is overseen by a member working group who contribute to and sign off an annual member development programme.

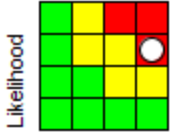

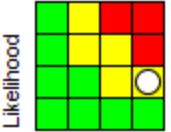

The Council delivers some of its activities through partnerships with the public and private sector as well as through Council-controlled corporate vehicles. These are documented appropriately and are supported directly or indirectly by senior officers of the Council and elected members.

Existing Controls - Assurances

The Constitution of the Council, Schemes of Delegation and the publication of decisions, forward plan of key decisions, compliance with the data publication regime, Code of Corporate Governance, Corporate Governance Group, Annual Governance Statement, Codes of Conduct, Standards Committee chaired by an Independent Member, Audit Committee, Scrutiny Committee and Panels, Member and Officer learning and development, Register of Interests, Anti-Fraud & Corruption Policy, Whistleblowing Policy, Disciplinary Procedures, Annual Report of the Standards Committee, risk control framework, registers and reporting arrangements, Internal and External Audit.

Gaps in Existing Controls

A comprehensive review of the Council's governance arrangements has not been undertaken for some time and could benefit the Council in ensuring its arrangements are robust, efficient and effective.

Original Risk		12	Current Risk		8	Target Risk		8	Latest Update		16 May 2022	
									Next Assessment 04-Apr-2022		Risk Treatment Plan	
Major		4	Major		4	Major		4	This risk is being tolerated at its current risk rating (8) which is in line with the target set. However, the risk is not being closed so we can keep continued focus and visibility			
Likely		3	Unlikely		2	Unlikely		2				
Risk Identified		12-May-2021	Risk Assessed		01-Apr-2022	Target Date		31-Mar-2022				
Risk Movement since last assessment		 Constant				Risk History						
Potential actions for improvement – End of year update												
<p>The Local Government Association Peer Review carried out at the end of 2021 highlighted some areas of governance that could benefit from review including the officer scheme of delegation and the scrutiny function. The review also highlighted the need to consider succession planning both for officers and members. Further assurance is needed that the delivery of the Council's functions through alternative vehicles and through partners is scrutinised appropriately and that there are the necessary transparency and accountabilities in place.</p>												

SCCSRR.008 Ukraine support plans

Risk Owner: Charlotte Ramsden
Assigned to: Janice Lowndes

The Council is stepping up humanitarian, welfare, housing and financial support for Ukrainian and host families as a result of current war in Ukraine, and under the auspices of the Government's Home for Ukraine, family reunion and refugee support programmes.

If the council does not ensure effective safeguarding, welfare and financial checks are in place there is a risk of personal harm, fraud, increased housing demands and reputational damage, for those seeking sanctuary, for host families, and to the city council.

Existing Controls

- Overall plan and oversight: A cross-office squad has been brought together, led by the AD (Assistant Director) People and Communities. This will ensure coordination of internal resources, and a clear project management focus. Risks and issues can be immediately escalated directly to the Strategic Director People, and to Corporate Management Team. A regular weekly update to CMT (Corporate Management Team) will be provided whilst the programme is being developed, tapering off once initial support plans are in place. Sub-risk owner; Janice Lowndes
- Safeguarding: it is crucial that the safety of both Ukrainian and host families is protected and in particular the safety of children and vulnerable adults. DBS checks will be requested as soon as practical for all host families to include all living in the property over 18 years, and identity checks confirmed with Home Office (via national data base) for those arriving in the city. An initial welfare visit will be undertaken by SCC (Salford City Council) Welfare Team once the families arrive and will be repeated as necessary. An initial assessment on the need for further support will be undertaken at the first visit. Sub-risk owner: Janice Lowndes / Zoe Fearon
- Fraud: SCC's universal council tax / business support team have agreed to support payment of the £350.00 household support grant to host families. The team are experienced at managing a large volume of financial grants, including the various household, personal and business grants introduced during COVID. Robust fraud prevention measures and identity checks are in place. AD Digital and Customer Services has access to the national data base and will be able to support with reconciliation of local and national household records. Sub-risk owner: Steven Fry
- Inappropriate accommodation: to ensure that host accommodation is safe, adequate, and meets 'decency' standards a housing inspection will be undertaken by the Council's Private Sector / Landlord Licensing Teams as soon as the addresses are released on the national data system following registering for the scheme, and before arrival of the Ukrainian family if this is possible. Sub-risk owner: John Wooderson
- Housing: Homes for Ukraine Scheme involves sponsors providing accommodation to Ukraine families for a minimum of 6 months, during this time there is a potential risk of relationship breakdown which may require SCC to provide temporary accommodation and/or settled accommodation. The family scheme, not funded, also carries a risk of relationship break down or overcrowding increasing the requirement for housing. Access to housing is very limited in Salford. Housing Services will secure a manageable amount of accommodation. Breakdowns in accommodation will be escalated to national team. Sub-risk owner: Janice Lowndes
- Hate crime / cohesion: there is widespread public support for the Ukrainian support schemes, and no cohesion risks are identified. GMP and SCC community safety have robust hate crime and cohesion monitoring and reporting arrangements in place, and these will be routinely updated via Neighbourhood Managers and CSRTs. Any issues will be immediately escalated via existing reporting routes. Sub-risk owner: Jeanette Staley
- Duplication of effort leading to poor coordination: there is widespread support for the Ukrainian relief and support effort, all of which is being brought together rapidly, and with little planning time. SCC (with other GM Authorities) has also provided funding support to Europa for targeted community development work to support these efforts. Coordination will be key. A partnership working group is in place, led by AD People and Communities. Sub-risk owner: Janice Lowndes
- Sufficiency of local services: Ukrainian families and children will, in all likelihood have experienced significant trauma. Families will require access to health services, children will require access to local schools and nurseries, as well as other essential support. Some local services – such as schools – are already stretched. There may be capacity issues depending on the eventual location (property/postcode) for families. SCC will need to liaise with Clinical Commissioning Group and schools to ensure access to services. Sub-risk owner: Muna Abdel-Aziz (PC) and Cathy Starbuck (schools).
- New burdens: coordinating this support is an additional burden on council staff and financial resources. It is imperative this additionality is fully acknowledged via New Burdens funding from Government. Staffing capacity – within the council, across schools and the health service - to deliver on the range of support required is already limited, and will likely be insufficient without additional resources, for example the processing of DBS checks is an immediate issue. Sub-risk owner: Joanne Hardman
- Information security: SCC has access to the national database which records address of host families in Salford, with the details of Ukrainian families they have been matched to. This is

data shared by central gov for the sole purpose of administering the Ukraine support programmes. It cannot be used for other purposes. This is information SCC does not hold otherwise and is a new set of personal data. There is a risk that given urgency and expediency personal data could be inadvertently shared or used for a purpose other than intended. This risk is low given the existing information security protocols in place. Consideration should be given to a specific DPIA / Privacy notice. Sub-risk owner: Janice Lowndes / Debbie McCarron.

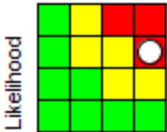
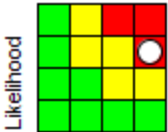


- Unknown refugees: people are arriving in the country via 3 main routes, Homes for Ukraine, Family Scheme and independently. SCC is only provided information on and funding for the Ukrainian refugees through the Homes for Ukraine, this means that the number of people living in Salford is unknown. Access to services is greater than SCC is aware of. The risk is high as the number of people is unknown and access for services could be high due unidentified needs of the refugees. Access to alternative data, i.e. through the Job Centre and housing services to be collected. Sub risk owner: Janice Lowndes

Existing Controls - Assurances

Regular reports to Corporate Management Team on overall progress, highlighting key barriers and risks.

Gaps in Existing Controls

Business as usual monitoring arrangements will need to be developed once the support programmes are in place.

Original Risk	12	Current Risk	12	Target Risk	8	Latest Update	01 Apr 2022
 <p>Likelihood</p> <p>Impact</p>		 <p>Likelihood</p> <p>Impact</p>		 <p>Likelihood</p> <p>Impact</p>		Next Assessment	
Major	4	Major	4	Major	4	Risk Treatment Plan	
Likely	3	Likely	3	Unlikely	2		
Through a squad working approach the council is developing a comprehensive support programme ensuring co-ordination across all key services.							
Risk Identified	01-Apr-2022	Risk Assessed	01-Apr-2022	Target Date	24-Apr-2022		
Risk Movement since last assessment	 Constant			Risk History			
Potential actions for improvement – End of year update							
<p>New risk added to Strategic Risk Register as requested by Tom Stannard and Charlotte Ramsden.</p> <p>An overall project plan will be developed with clear accountability and reporting direct to Corporate Management Team, with immediate escalation of issues and risks where necessary.</p> <p>Project plans will be reviewed as details of the scheme continue to be clarified by national government and as the scale of demand for support in Salford becomes clearer.</p>							