

GMCA Audit Committee

Date: 30 September 2021

Subject: Risk Management Update Report

Report of: Head of Audit and Assurance, GMCA

PURPOSE OF REPORT:

The purpose of this report is to inform Members of the Audit Committee of the risk management activities undertaken since the last Meeting and to present responses to specific questions raised by the Audit Committee around risk.

RECOMMENDATIONS:

Audit Committee is requested to note the report.

CONTACT OFFICERS:

Sarah Horseman, Head of Audit and Assurance - GMCA,
sarah.horseman@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

N/A

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences - Capital

N/A

Financial Consequences - Revenue

N/A

Number of attachments included in the report:

BACKGROUND PAPERS: N/A

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	No
TfGMC	Overview & Scrutiny Committee
N/A	N/A

1 Introduction

This report provides an update on progress with the implementation of the GMCA Risk Management Framework since the last update to the Committee in August 2021.

2 Risk Management Framework Implementation

Since the last update, positive progress has been made in starting to roll out the framework, to enable directorates can start to develop their own directorate risk registers. This has been driven through the facilitation of risk workshops for each directorate.

The workshops are being facilitated with support from the Corporate Risk Manager from Transport for Greater Manchester. They are providing the ideal opportunity to:

- Encourage each directorate to articulate their own risk context;
- Identify any risks to their successful delivery of the GMCA Business Plan;
- Identify any common themes raised by multiple directorates that may actually be ‘organisational’ in nature;
- Reinforce the risk hierarchy as laid out in the Risk Framework; and
- Identify risks requiring cross-directorate collaboration to mitigate.

To date the following workshops have been facilitated,

- Police, Crime, Fire and Criminal Justice (x2);
- Public Sector Reform (x4);
- Environment (x2);
- Human Resources (x1); and
- Finance (x1).

With upcoming workshops being planned for:

- Waste;
- Information Governance;
- Digital; and
- Governance.

Both the ESR and Communications directorates have developed their own registers independently. These risks have been reviewed alongside the others to ensure consistency in approach.

2.1 Emerging risk themes

There are common themes within the risks that are being raised in multiple teams:

- Determining how the CA and Greater Manchester should adapt to a ‘post’, not just a ‘living with’, COVID economy;
- Digital inclusion is a recurring theme. More work is needed to determine whether this is about helping those without the means to access digital services or the services themselves;
- Completion of change and re-structuring programmes;
- Ensuring effective intra-team and cross-directorate influence and communication;
- Access to accurate research and information with which to design and deliver priorities;
- Taking a corporate approach to the understanding and planning to meet Mayoral expectations; and
- The ability to secure the necessary funding to deliver meaningful change.

As the risk workshops continue to take place these emerging risk themes will be explored and reviewed to ensure they are appropriately captured, articulated and scored and represented at an organisational level as appropriate.

2.2 Next steps:

- Complete the remaining directorate risk registers to create a comprehensive risk profile covering strategic, organisational and directorate risks;
- Undertake a calibration exercise to ensure risk assessments are based on a consistent approach;
- Develop and communicate the governance that will provide regular challenge to the management of directorate risk registers;
- Develop the mechanism that builds a culture of sharing good practice in risk management;
- Support directorates in the use of their risk profile to shape their management review and discussion; and
- Look at how risks connect between each level in order to better understand the risk management underway to treat strategic risk.

Progress with the agreed implementation plan for the Risk Management Framework is shown in Appendix A.

3 GMCA Strategic Risk Register – September 2021

The current GMCA Strategic Risk Register is provided overleaf. This contains:

- GMCA Strategic Risks – these are the risks that could impact the achievement of GMCA's objectives as set out in the Greater Manchester Strategy.
- Escalated Organisational and Directorate – the purpose of including these risks is to provide oversight of those risks within the organisation with the highest potential (or actual) risk scores (>16) and an overview of the mitigating actions that are in place.

The Strategic Risk Register was reviewed by CEMT in September 2021.

4. Recommendations

The recommendations are set out at the front of the report.

Strategic Risks (September 2021)

Type	Ref	Risk Title	Description	Cause	Consequence	Owner	Likelihood	Impact	Score	Mitigating Controls	Likelihood	Impact	Score	Trend
National political and economic environment	SR1	Levelling up devolution	National politics significantly impact the devolution agenda, funding and powers of GMCA.	National political agenda and priorities differ from GM priorities Poor relationships with central government	Devolved powers are reduced Access to funding is restricted Ability to influence devolution agenda is reduced	Eamonn Boylan, CEO	4	5	20	Stakeholder engagement - particularly building new narrative with Government and new Levelling Up Unit in No.10	3	5	15	↔
	SR3	Brexit	The implications of Britain's future trading relationship with the EU will take time to emerge - with both threats and potential opportunities	The implications of the Trade and Cooperation Agreement are starting to become clear as people 'trade' under these new terms. A number of 'phasing' clauses with certain aspects are also starting to come into effect. In the main the document covers 'goods' rather than 'services'	Impact on future GM business growth. GM strategy (GMS) and GMCA business planning assumptions are impacted. Loss of future funding streams.	Simon Nokes, Executive Director Policy & Strategy	5	3	15	Ongoing work to examine the consequences/opportunities) of the new trading relationship with Europe on the GM Economy via the Economic Resilience Group. International Strategy to be refreshed Ongoing Mayoral, Leaders and Chief Officer engagement with Government Departments - about implications on GM economy. Ongoing work with Government on future funding via UKSPF. CRF is a forerunner with GMCA managing the bidding process in GM. UKSPF details to follow in late 2021/early 2022	5	3	15	↔

Type	Ref	Risk Title	Description	Cause	Consequence	Owner	Likelihood	Impact	Score	Mitigating Controls	Likelihood	Impact	Score	Trend
	SR8	Climate Change and Carbon Reduction	Failure to deliver on GM climate change initiatives within the required timescales with consequent impacts on achieving GM's long term carbon reduction targets.	The scale of the task (to reach the ambitious carbon targets set) is such that there are a number of potential causes of failure: lack of funding; lack of change levers; lack of partner support; lack of sufficient engagement with GM organisations, businesses and citizens; a change in political priorities; failure to successfully lobby national government and global oil, gas and electricity price changes.	Long term climate change risks to population, business and infrastructure. Systemic and complex nature of the issue results in delayed decision making & action. Reputational damage to CA. Risk of disruption from climate protests.	Mark Atherton, Environment Director	4	4	16	1. GM 5 Year Environment Plan (March19) – which includes immediate mitigation and adaptation measures and further innovation measures needed to meet the challenge. 2. Mission based approach being adopted to gain broad cross sectoral support and action. 3. Commitment of funding until March 22 from Retained Business Rates to support initial delivery against the agenda and external funding opportunities to support substantial change initiatives. 4. Media activity and annual Green Summit to share progress, encourage change and demonstrate Mayoral commitment. 5. Engagement with activist groups to share progress and raise awareness of constraints. 6. ELT group established to assist in embedding our response to the climate emergency across all directorates 7. Seeking a levelling up/decarbonisation deal with Government as part of the Comprehensive Spending Review and also promoting GM activity on Low Carbon at COP26	3	3	9	↑

Type	Ref	Risk Title	Description	Cause	Consequence	Owner	Likelihood	Impact	Score	Mitigating Controls	Likelihood	Impact	Score	Trend
GM Operating Environment	SR2	GM operating environment	Failure to develop trust, cohesion and credibility with and between local GM system and partners	Ineffective stakeholder engagement Inability to effectively facilitate effective and transparent decision making across GM	Failure to effectively deliver outcomes of GMS due to lack of collaboration across GM network and partners.	Andrew Lightfoot, Deputy CEO	4	5	20	CEMT engagement with districts and partners ELT Group established Feb 21 "Working better as a GM family" - strengthen the impact and efficiency of GMCA, GMFRS and TfGM and enhancing relationships with other GM organisations.	3	3	9	↔
	SR5	Wider Impact on GMCA and GM District Finances of Covid-19	The financial implications on Business Rates growth which will reduce the 50% element subsequently retained by the CA. Significant financial impact on GM Districts and GMCA budgets,	Detrimental impact on Local Authority collection funds and a reduction in the overall Council Tax base which will reduce income from GMFRS, Mayoral and PCC precepts in cash terms from 2021/22.	Steve Wilson, Treasurer	4	5	20	The Covid-19 pandemic continues to have a significant economic impact on GM residents, businesses and public services. Regular financial update reports to GMCA have been provided during the pandemic with a detailed analysis of areas affected, an analysis of government financial support and a review of the local impact on resources with agreement for managing financial risk across GMCA and GM Councils. Where appropriate this has been	3	3	9	↔	

Type	Ref	Risk Title	Description	Cause	Consequence	Owner	Likelihood	Impact	Score	Mitigating Controls	Likelihood	Impact	Score	Trend
										reflected in the approved budgets for 2021/22. GM Treasurers continue to meet fortnightly. A quarterly report providing an update on activity and system developments in support of the implementation of the Living with Covid Resilience Plan.				
SR6	GMS does not deliver desired outcomes for GM	Outcomes defined within GMS are less achievable given COVID	Social, behavioural and financial impacts of COVID affect the timescales of delivery of GMS outcomes	GMS does not meet the changed needs of GM now or in the future.	Simon Nokes, Executive Director Policy & Strategy	4	5	20		GMS to be refreshed during Summer 2021 to reflect long term strategy learning from Covid, IIC etc with a stronger focus on wellbeing. This will include 3 year delivery focus and be developed with a wide range of stakeholders/community via existing mechanisms. It will also include some 'community data/targets' to reflect a more granular view of issues across GM	2	4	8	↔
SR7	Transport - Metrolink	Significant loss of transport revenue due to Covid-19 and reduced patronage levels.	Patronage fails to reach pre-pandemic levels as people continue to work from home longer term.	Shortfall for 2021/22 estimated at £46m. Funding will not be available for a renewals programme.	Steve Wilson, Treasurer	4	4	16		Department for Transport (DfT) funding has mitigated impact of revenue losses with funding confirmed to March 2022. TfGM has been developing a recovery plan for Metrolink, as part of supporting the development of the future funding strategy and to support the discussions with government on ongoing funding for Metrolink.	4	4	16	↔

Type	Ref	Risk Title	Description	Cause	Consequence	Owner	Likelihood	Impact	Score	Mitigating Controls	Likelihood	Impact	Score	Trend
										TfGM performed a review of the cashflow projections and reserves. It is concluded that the risk in the short term is manageable in the context of the mitigations and the reserves balance held				
SR9	Greater Manchester Police - governance, leadership and performance	Failure of leadership and/or governance to ensure that the force provides the desired level of service to GM residents and communities	Inadequate governance, leadership and control within GMP	The service provided to victims of crime is inadequate. The service provided to GM residents and communities by GMP is not at the desired level. Resources are not used effectively and efficiently to achieve the strategic objectives of GMP.	Clare Monaghan - Director of Police, Crime, Fire and Criminal Justice.	4	5	20		New Chief Constable (CC) joined May 2021. CC has developed an Implementation Plan that was presented to GMCA on 10 September 2021. This includes (but is not limited to) the development of a new performance management and outcomes framework, development of a Strategic Delivery Plan as well as reviews of processes, structures and systems.	4	5	20	↔

Escalated Risks (September 2021)

Type	Ref	Risk Title	Description	Cause	Consequence	Owner	Likelihood	Impact	Score	Mitigating Controls	Likelihood	Impact	Score	Trend
Organisational	OR1	Covid-19 reduces staff availability through absence, sickness, self-isolation.	Increased risk of staff absence in GMCA/GMFRS due to Covid-19 and/or caring responsibilities.	Increased levels of sickness across the organisation due to contracting the Covid-19,	GMFRS: Inability to deliver statutory functions (GMFRS), potential impact on fire cover GMCA: Inability to delivery core services and progress desired outcomes	ACFO Leon Parkes (GMFRS) SLT (GMCA)	4	5	20	GMFRS: Key policies and processes in place to support operational resilience, staff and signpost to EAP Programmes: Regular and timely communication messages to all staff providing updates on key messages - internally and externally on. Guidance provided to Line Manager regarding supporting colleagues during this period. Degradation Policy COVID-19 Strategy & Response Plan Overtime Arrangements (agreed with FBU) Manager's Handbook Inc. Cleaning Procedures	2	4	8	↔

	OR4	Staff Mental and Physical Wellbeing	Ongoing Covid pandemic and altered working arrangements may affect staff health, wellbeing and morale.	Ongoing pandemic	<p>Physical and mental health negatively impacted due to extended home working and isolated working.</p> <p>Increased levels of sickness due to mental health and stress.</p> <p>Prolonged absence from the work environment affect staff development and learning and induction of new staff.</p>	SLT, GMFRS ET	4	4	16	<p>Tootal Building and GMFRS HQ remain open for the most vulnerable staff and those unable to work from home.</p> <p>~ Wellbeing initiatives and resources available for staff - OH support available as required for further support</p> <p>~ Weekly online briefings from the Mayor, Chief Executive and SLT Members</p> <p>GMFRS - Health and Wellbeing team undertake range of initiatives to support employee mental health and well-being. This capability has been enhanced as a result of the covid crisis. Reasons for absence are monitored and tracked. General and specific wellbeing support is in place across the service</p>	2	3	6	⬇
	OR9	Funding and grants not spent in line with timescales / conditions	Capital programme: Regeneration, infrastructure and investment funding (Growth Deal, Transport Grant etc.) awarded to GMCA is not spent in line with spending profile and this impacts future year financial awards.	Delays in progressing schemes/activities due to Covid-19 and challenging economic conditions..	<p>Failure to deliver the capital programme and delays in delivery of schemes by districts and TfGM could result in reductions to future funding allocations and increased risk of clawback.</p> <p>Impact on the</p>	SLT	4	5	20	Performance reporting and oversight by SLT	3	3	9	⬆

		Grant Funding: Funding not spent in time/ in line with grant conditions	ability to secure value for money and achievable outcomes set out in the GMS. Underspend of grant funding Lack of confidence from key partners and funders could impact future funding awards					
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OR10	Data Protection Act 2018 compliance	Failure to comply with the requirements of the Data Protection Act 2018 (Inc. GDPR).	Arrangements are insufficiently developed in GMCA to meet obligations placed upon the organisation by Information legislation. Inclusive of Data Protection and transparency laws. Including expected organisational standards in respect of information management and governance.	Breach of information security through data loss or increased risk of Public Sector susceptibility to cyber crime including phishing attempts, hacking and denial of service attempts from external parties.	Phillipa Nazari, Data Protection Officer	4	5	20	GMCA Information Governance Board and Serious Information Governance Incident Panel chaired by SIRO. Mandatory IG training for all staff	3	4	12	↔

			strategy in place to manage this.	damage arising from breaches <ul style="list-style-type: none"> • Loss of public Trust • Inability to secure data sharing agreements with partners / Government. • Detrimental impact on GM wide programmes of work 									
OR12	Information Security	Organisational arrangements are insufficient to deter, detect and prevent unauthorised access to ICT systems and to respond effectively as and when breaches do occur.	Loss of skilled and trained staff to lead on IS security resulting in insufficient focus on risks, identification of issues and outdated policies. Lack of a comprehensive and clear view of ICT security risks and	Inability to deliver statutory, legal, workforce, financial and blue light services. Potential loss/misuse of information or data, ICT downtime and costs of remediation.	Phil Swan, Director of Digital	4	5	20	1. Governance created to support the strategic direction of ICT/Digital and, separately, IG to improve cyber security. 2. Majority of ICT infrastructure is based on mature GMFRS network, systems and applications. Further investment being made in technology to secure the network and enable secure multi-agency working, however we have some vulnerabilities. Short, medium and long term plan in	3	5	15	↑

			<p>the means of keeping this up to date.</p> <p>Lack of access to an effective ICT security alerting mechanism similar to CareCERT capability in the NHS.</p> <p>Regular requests to rapidly stand up new digital capabilities at whole organisation scale e.g. to support remote working.</p>	<p>Reputational damage.</p> <p>Financial costs of full ICT recovery if needed (est. over £10M).</p> <p>Partner and wider public confidence could be impacted should security issues arise.</p> <p>Ability to pool/share data with third parties could be impacted if the GMCA cannot demonstrate compliance with requirements of the Public Service Network or other security accreditation.</p>				<p>development.</p> <p>3. Investment in tools to scan the infrastructure to ensure that vulnerabilities are identified and addressed.</p> <p>4. Support provided through mandatory IS training online (LMS) and information on the GMCA intranet. Training on information security is monitored and tracked through SMT.</p> <p>5. As discussed at the Oct 2020 Information Governance Board, additional ICT security features are available but will require organisational engagement and they will change practices. Proposals for further tightening security progressing.</p> <p>6. ICT security responsibilities being clarified through re-assignment of Deputy CIO responsibilities, and honoraria relating to the unfilled ICT Security Lead role which GMCA has been unable to recruit despite multiple attempts as grading is too low.</p>					
Directorate	DIR-EWS-01	Covid 19 - Delivery of Work & Skills Externally Funded Programmes supporting	Work & Skills Directorate currently manage in excess of £200m of external funding that support GM Residents to	Lockdown and further local restriction have meant that work and skills provider delivering contracts in GM are unable to deliver the face to	Those GM residents in most need may be unable to access support at time when many require additional support in	Gemma Marsh, Director, Work and Skills,	4	5	20	A covid contingency plan to support Greater Manchester Work & Skills Programme was agreed in March 20. The plan built was built around the emergency policy government put in place - PPN 02/20 in relation to supplier relief. The plan was based around a 12 month period with quarterly reviews.	3	5	15

GM Residents	<p>improve their skills and progress into employment, which include AEB and Working Well programmes.</p> <p>The national and local restrictions in place in relation to Covid-19 have a major impact on how Work and Skills contract continue to be delivered in GM.</p> <p>Potential financial instability of the providers base in GM.</p> <p>Potential underspend in grant funding and lower than expected performance against targets set by funders.</p>	<p>face provision to GM residents that are key element of their contracts.</p> <p>Most contracts are delivered on a PBR basis therefore providers ability to draw down funding could be seriously impacted upon, thus creating some financial instability, particularly for smaller providers.</p>	<p>developing transferable skills to support them in the labour market or support addressing health or other related barriers into employment.</p> <p>GM would not have a provider base that was strong enough to respond to demand, at a time of greater need to support GM residents and businesses who have been hit by immediate impact, as well as longer-term implications for the local economy.</p>		<p>This allowed most providers to move over to cost payment model in order to address financial instability issues.</p> <p>Maybe a need for further consideration post March 21, depending on how the position with the pandemic progresses.</p> <p>Providers have tasked with developing alternative methods of delivery during this period to ensure that those in need, could access the services and these are review as part of the ongoing contract management.</p> <p>Robust contract management processes are in place, along with open book contract management.</p> <p>Working closely with DWP and other government department to align our approach to contract management during the pandemic</p> <p>Working with finance/procurement colleagues in the use of Company Watch - a due diligence system designed to assess the financial standing of companies.</p>	

DIR-02	Skills Bill - EWS-legislative changes linked to Skills for Jobs White Paper	The Skills for Jobs further education reform White Paper introduced new employer-led local skills and impact on planning functions devolved skills functions via AEB	Two areas of concern in the legislation: 1) There is no requirement on the employer representative bodies (ERBs) that will be leading the Local Skills Improvement Plans (LSIPs) to consult with GMCA or the LAs in relation to the geographic footprint of the LSIP or strategic priorities for the area identified. The Secretary of State will have the power to designate/remove designation for ERBs without consultation with GMCA and, whilst MCA agreement to the proposed LSIP would assist SoS approval, DfE has ruled out rejecting proposals that are not supported/actively opposed by MCAs..	1. If ERBs focus on particular elements of employers' skills needs without taking account of the wider skills and employment supply chain' in its entirety, colleges and training providers will be obliged to respond to those plans, potentially leaving some areas of need unmet, particularly at lower skills levels. 2. Despite GM being a well-recognised functional economic area, there is no guarantee that new LSIP proposals will follow the GM footprint. This would impact the coherence of the GM-wide approach to the labour market and could introduce real	Gemma Marsh, Director, Work and Skills,	4	4	16	1. Work with Legal colleagues to review draft legislation, assess risk from both legal and policy perspective and develop proposals for amendments. 2. Work with Public Affairs colleagues to identify ideal outcome, tactics for securing potential amendments to the draft legislation, and identifying influencers (political and sector) who might support our approach. 3. Work collectively with MCAs to develop a collective M10 position, as well as other organisations which have an interest in achieving a more collaborative/consultative approach within the legislation.	3	4	12	

		<p>2) The SoS will also be given new powers to establish a register of approved training providers; funding authorities, including MCAs, would be prohibited from contracting with non-approved providers outside of that national register.</p>	<p>complexity in terms of both GM's labour market strategy and associated AEB funding policy, and operational delivery.</p> <p>3. If required to commission education and training from providers on a national register, it both undermines GMCA's ability to exercise devolved functions (which include a range of statutory obligations) as it sees fit and could impact the responsiveness of the provider base. Given GMCA's robust due diligence in developing our flexible procurement system, a national register might also impact the quality and stability of the providers with</p>			
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				whom we can contract.								
DIR-WR-01	GM Waste & Recycling Contract	(a) Contractor(s) fails to perform as required by the Contract. (b) Construction of new facilities are delayed. (c) Recyclable materials value reduce as a result of global commodity trends or the quality of the material collected is not high enough (d) National Waste and Resources Strategy results in change to collection, treatment or disposal requirements (e) A no-delay Brexit affects services (e.g. fuel	Causes generated by Brexit and changes to Government policy.	The Contracts do not achieve intended financial, service, social and environmental outcomes Income from commodities decreases and/or costs of processing increase and/or costs of rejection increase and/or materials are managed in a less environmentally favourable manner and/or recycling performance decreases Additional collection costs and/or claims from disposal contractor for changes in waste flows or composition; potential	David Taylor, Executive Director Waste	4	4	16	Robust performance management framework in place to incentivise performance Transfer of knowledge from advisory team to core Waste team. Experienced contract management team in place utilising existing contract management systems. Core GMWDA team transferred to GMCA provides continuity and knowledge transfer. Additional contract management resources being recruited. Management of progress through project planning and contractor liaison. Operational risk register in place. Oversight by Waste Committee. Tracking of global commodity prices to give transparency, 2 year communications and engagement plan with focus on contamination and improve quality of recyclables collected. Joint group with WCAs to develop responses to consultation documents. Brexit contingency plan provided by	3	3	9

		shortages, supplies import delays, loss of drivers etc.)	redundancy of facilities and/or procurement of new contracts due to imposed requirements of National Strategy. Brexit: some services may have to be reduced		Suez and other contractors' advise of their mitigations.	
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APPENDIX A – RISK MANAGEMENT FRAMEWORK IMPLEMENTATION PLAN

In order to effectively embed this risk management framework within GMCA there need to be a number of actions that initially take place to raise awareness and understanding of risk management but in the longer term to ensure GMCA's culture around risk management continues to evolve and mature so that it is an efficient and effective process within the organisation.

This implementation plan sets out the short, medium and long term action needed to implement the framework.

Activity	Responsibility	Original Timescale	Status
1. Develop the Risk Management Framework			
a) Define the risk management framework	HoAA	October 2020	Complete
b) Obtain SLT buy-in and support for the risk framework	HoAA	November 2020	Complete
c) CEMT approval of framework	HoAA	Prior to 13 November 2020	Complete
d) Audit Committee review and comment	HoAA	20 November 2020 (papers by 13 November)	Complete
a) Draft Terms of Reference for Risk Management Maturity audit	HoAA	October 2020	Complete
b) Approve Terms of Reference	SLT	November 2020	Complete
c) Undertake Internal Audit	Internal Audit	November – December 2020	Complete

d) Report results to SLT	Internal Audit	January 2021	Complete
a) Develop training and awareness materials	Risk resource	Q1 2021/22	Q3 2021/22
b) Develop internal communications launching the risk framework	HoAA / Internal Comms	Q1 2021/22	In Progress
c) Launch risk management framework	CEMT	Q1 2021/22	Q2 2021/22
d) Roll out training and awareness activities	Risk resource	Q1 2021/22	Q2 2021/22
2. Corporate Risk Register			
a) Quarterly update of [existing] Corporate Risk Register	SLT/CEMT	November 2020	Complete
b) Quarterly review of Corporate Risk Register	Audit Committee	20 November 2020	Complete
c) Move Corporate Risk Register to new risk management framework	SLT/CEMT/Internal Audit	March 2021	Complete
d) Audit Committee review of revised Corporate Risk Register	Audit Committee	April 2021	In progress
e) Ongoing review of strategic and escalated risks as part of BAU for SLT and CEMT	SLT / CEMT	April 2021 onwards	Ongoing
3. Develop risk registers			
a) SLT Risk workshop	Risk resource	February 2021	Complete
b) Directorate risk workshops	Risk resource	Q1/2 2021/22	In Progress
c) Develop directorate risk registers	Directorates / Risk resource	Q1/2 2021/22	In Progress
d) Ongoing review of risks as part of BAU for all directorates	Directorates / Risk resource	Q2 2021/22 onwards	