

GMCA Audit Committee

Date: 30 June 2020

Subject: Coronavirus (COVID-19) Interim Corporate Risk Register

Report of: Sarah Horseman, Head of Audit and Assurance

PURPOSE OF REPORT

The role of the Audit Committee is to provide regular review over the GMCA governance, risk management and internal control arrangements.

This report supports the Audit Committee in discharging this responsibility by providing the latest update on the corporate risk register for June 2020.

RECOMMENDATIONS:

Audit Committee is requested to consider and comment on the updates to the risk register and the associated actions and assurances provided.

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Legal Considerations – see Appendix A

Financial Consequences – see Appendix A

Financial Consequences – see Appendix A

Number of attachments included in the report: None

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

- 1.1 The Greater Manchester Combined Authority (GMCA) risk management framework and Corporate Risk Register “CRR” support the identification and management of key strategic risks to the achievement of organisational objectives and actions considered necessary to mitigate them.
- 1.2 As part of the Coronavirus (COVID-19) emergency incident management arrangements, an interim COVID-19 Corporate Risk Register has been established to identify and capture specific ‘high level’ risks arising from the pandemic and which directly impact on GMCA service activities and finances.
- 1.3 The purpose of the register is to identify the risks that have arisen specifically relating to the current national emergency, which may be different to those previously identified in the GMCA Corporate Risk Register. Management of these risks is essential in ensuring the safety and wellbeing of staff and the ongoing operation of activities to support Districts and the wider GM response.
- 1.4 GMCA Chief Executive’s Management Team (CEMT) retains overall ownership and responsibility for the management of risks, actions and assurances being given. Oversight and Scrutiny will be provided by GMCA Audit Committee.
- 1.5 Going forwards, and moving into the “recovery phase” the risks on this COVID-19 risk register will be considered for inclusion in the GMCA CRR if they remain risks in the longer term.
- 1.6 Specific risk management arrangements and risk registers for GMP, TfGM and GMFRS will continue to be owned by the Chief Constable, Chief Executive TfGM and Chief Fire Officer respectively.

2 COVID-19 Incident Management Arrangements

GM Level

- 2.1 The command and control structures for managing the GM wide response was agreed by the GM Strategic Coordinating Group (SCG). The SCG and GM Covid19 Emergency Committee (chaired by the GM Mayor) have responsibility for managing the strategic coordination and emergency response.
- 2.2 Below this sits a number of Thematic Work Streams; Emergency Operation Cells and Sector Coordination groups which support the Multi agency command and control arrangements.
- 2.3 GMCA are working alongside colleagues in GMFRS, GMP, TfGM, GM Districts, Health and other Strategic Partner organisations to ensure there is adequate resource and communication over the measures being taken.

GMCA Roles and Responsibilities

- 2.4 **GM Mayor:** Chairs the Covid-19 Emergency Committee with responsibility for advocacy, escalation and assurance.

- 2.5 **GMCA Chief Executive:** Chairs the GM SCG alongside the Chief Constable. Also retains overall strategic responsibility for GMCA Business Continuity Management plans and the provision of statutory responsibilities and service delivery. The Chief Executive will also retain responsibility for ensuring risks affecting GMCA are identified and managed.
- 2.6 **Chief Executive Management Team (CEMT):** will co-ordinate the overall response on behalf of GMCA and have the relevant authority to make decisions and commitment of resources.
- 2.7 **Senior Leadership Team (SLT):** have responsibility for ensuring business critical operations and priorities are being regularly reviewed in line with Business Continuity Management policy and procedures with escalation of any significant risks and issues.

3 June 2020 Update

- 3.1 Internal Audit facilitated the development of the interim Covid19 CRR with the Senior Leadership Team and Chief Executive Management Team during April and May.
- 3.2 This process identified 23 corporate risks, which are of such significance they require close monitoring by SMT and CEMT. These are captured under a number of thematic risk headings to aid understanding, review and analysis. The risks are categorised in line with the three phases of recovery; Release of lockdown (0-2months); Living with Covid (0-12 months); Building back better (0-beyond 12months).
- 3.3 Monthly consideration of the Covid19 risks, key actions and assurances will take place with SLT and CEMT to ensure the register is updated to take into account the changing situation and latest Government guidance.
- 3.4 The procedures do allow for the escalation or de-escalation of risks between the Covid19 Risk Register and existing service risk assessment control measures being undertaken as part of business continuity response plans and business impact assessment updates.
- 3.5 The longer term intention is to incorporate Covid19 risks into the standard GMCA corporate risk register and quarterly risk management review processes.
- 3.6 An summary of the nature of the risks included in the COVID-19 Risk Register is provided in the table below.

4 Recommendations

- 4.1 Audit Committee is requested to consider and comment on the process for managing the changing risk environment.

Thematic Area	Summary of the risks
Workforce	<ul style="list-style-type: none"> • Staff absence: through Covid-19 and/or caring responsibilities • Staff Wellbeing: Mental and physical wellbeing: during continued lockdown and imposed working arrangements. • Workload and Capacity: to support response activities at each stage of lockdown and recovery • Impact on operational activity
Financial Planning and Resources	<ul style="list-style-type: none"> • Financial implications of COVID-19 on cash flow, financial planning, budgeting and loss of income • Fraud and Corruption: Covid-19 Emergency measures being presently taken potentially give rise to additional fraud and corruption risks.
Governance, Legal and Internal Control Framework	<ul style="list-style-type: none"> • Procurement and Contracting: impact of COVID-19 on existing contracts and contract management arrangements to manage through lockdown and beyond • Information Gov • ernance
Technological	<ul style="list-style-type: none"> • IS Equipment and services: availability and resilience of IS equipment and services
Programme and Project Delivery	<ul style="list-style-type: none"> • Delays in the delivery of key projects
Commercial and contracts	<ul style="list-style-type: none"> • Skills and Work Provider Payments: to Education Providers, colleges, suppliers etc. are delayed or not made. • Waste & Recycling: risks associated with disruption to services • Transport: risk of delay to decision on bus reform due to market disruption
Supply Chain and Providers	<ul style="list-style-type: none"> • Covid-19 Personal Protective Equipment (PPE): Supply and distribution