

## TRAFFORD COUNCIL

**Report to:** Accounts and Audit Committee  
**Date:** 22 March 2016  
**Report for:** Information  
**Report of:** Audit and Assurance Manager

### **Report Title**

**Strategic Risk Register 2015/16 (March 2016 update)**

### **Summary**

The Accounts and Audit Committee is asked to consider this report which contains an update on the strategic risk environment. This includes arrangements in place to manage each of the strategic risks.

### **Recommendation**

The Accounts and Audit Committee reviews this report.

### **Contact person for access to background papers and further information:**

**Name:** Mark Foster – Audit & Assurance Manager.                      **Extension:** 1323  
Susan Price – Senior Audit & Assurance Officer                      **Extension:** 1325

### **Background Papers:**

None

## 1. **INTRODUCTION**

- 1.1 The Council's Strategic Risk Register (SRR) contains the strategic risks the Council is likely to face in achieving its high level corporate objectives.
- 1.2 In accordance with the Council's Risk Management Policy, the Corporate Management Team (CMT) provides regular periodic updates on the strategic risk environment and in particular performance in managing the specific risks incorporated within the SRR.
- 1.3 This report is based on information provided by risk owners through February 2016.

## 2. **THE STRATEGIC RISK ENVIRONMENT – RISK EXPOSURE AND PERFORMANCE MANAGEMENT**

- 2.1 The Council continues to review and monitor its strategic risks. Given the challenges faced by the Council going forward, it is acknowledged that it will need to continue to review its approach to risk and risk management as risks change and potentially higher risks arise. Progress has continued to be made in addressing the strategic risks as detailed in this report.
- 2.2 The Audit & Assurance Service requested current strategic risk owners to provide an update on the strategic risks that are under their remit including progress in managing these risks. Section 3 of this report contains an update on the strategic risks identified.
- 2.3 Since the previous strategic risk report update to CMT in December 2015, the risk exposure scores have been revised for four existing risks:
  - SR4 - *Continuing uncertainty regarding the Council's medium term financial position* reduced from a high risk of 25 to a high risk of 20.
  - SR8 - *The failure or delay to implement new Adult Social Care System (Liquid Logic)* reduced from a high risk of 20 to a low risk of 8.
  - SR13 - *The risk of a major event leading to inability to deliver critical services to vulnerable people* reduced from a high risk of 16 to a medium risk of 12.
  - SR16 (Formerly SR17) - *Inability to meet Trafford residents' requests to have burials within the local area due to insufficient land* changed from a low 8 to a medium risk of 12.
- 2.4 Since the last update, two risks have been removed from the strategic risk register:
  - Risk 15: *The implementation of the Special Education Needs and Disabilities (SEND) reforms set out in the Children and Families Act 2014.*
  - Risk 16: *Adult Social Care Budget 2015/16: Ability to implement approved savings proposals in the current economic conditions.*

- 2.5 Two new risks (risk 17 & new risk 15) have been added to the strategic risk register. These are:
- *That a successful Cyber Security Attack could lead to sensitive data being compromised, denial of access to the Councils computing services or severe degradation or loss of control of those services.*
  - *Children and Mental Health Adolescent Services (CAMHS) - higher number of children and young people waiting at Tier 3 level to receive intervention.*

The two new risks will continue to be managed at a Directorate level within the T&R and CFW Directorates respectively.

- 2.6 The risk chart on page 4 shows an analysis of the current strategic risks. The chart analyses the levels of risk exposure in terms of impact and likelihood. The number of strategic risks for each risk level is shown. There are 17 strategic risks (two of which are considered high level). The highest risks relate to the Council's medium term financial position (SR4) and the loss/absence and retention of senior managers to the organisation (SR5).

**Comparison of Risk Levels September 2015 and March 2016**

**IMPACT**                      **Risk Levels – September 2015**

Very High(5)		2	5	2	1
High (4)		3	2	1	
Medium (3)				1	
Low (2)					
Very Low (1)					
	Very Low (1)	Low (2)	Med. (3)	High (4)	Very High (5)

**LIKELIHOOD**

**IMPACT**                      **Risk Levels – March 2016**

Very High(5)		2	5	2	
High (4)		3	3		
Medium (3)				2	
Low (2)					
Very Low (1)					
	Very Low (1)	Low (2)	Med. (3)	High (4)	Very High (5)

**LIKELIHOOD**

<b>High Risk</b>
<b>Medium Risk</b>
<b>Low Risk</b>

3. Summary Table –Strategic Risks (March 2016)

<b>Red</b>	<b>Amber</b>	<b>Green</b>
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<b>Risk</b>	<b>Strategic Risk Title / (Directorate) / (Portfolio)</b>	<b>Risk Level</b>	<b>Management of Risk - Direction of Travel *</b>	<b>Comments</b>
1	Major regeneration projects, including Altair, Altrincham Strategic Framework delivery, Old Trafford Master Plan (OTMP) and Carrington development do not proceed due to economic and financial constraints.  (EGEI)/(Economic Growth and Planning)	<b>8 Low</b>		<p>All project risks contained and detailed within individual project plans. Overall, all projects are within tolerance.</p> <ul style="list-style-type: none"> <li>• Altair outline planning consent granted. Revised Development Agreement complete (April 2015). Detailed planning application for phase 1 in progress, with start on site late 2016.</li> <li>• Funding has been approved for the OTMP, and Land Pooling Agreement signed.</li> <li>• Altrincham public realm strategy agreed phase 1 complete and work commencing on Phase 2.</li> <li>• Proposals for new Altrincham Library approved at Executive. Agreement for lease in place, and planning application received, and due to go to Planning Committee in early 2016.</li> <li>• New operator for Altrincham market appointed and Operating Agreement and Agreement for lease completed (November 2013).</li> <li>• Stretford Masterplan approved (January 2014). Advisers for Lacy Street in place and report produced. Public realm study and consultation complete, with detailed design proposals due mid 2016.</li> <li>• Altrincham Strategy approved.</li> <li>• Sale of Carrington by Shell to Langtree completed, with further transfer to Himor also completed. Project governance structure reviewed and proposals for support by the Growth Team agreed. Phase 1 planning application for up to 1,000 residential units and 90 acres of employment land due first half 2016.</li> </ul>
2	That vulnerable children are not safeguarded from harm and the Council does not fulfil its statutory duties in terms of children in need, child protection and Looked After Children (CFW)/(Children's	<b>12 Medium</b>		<p>The OFSTED Inspection Report published in May 2015 judged our services to be Good with Outstanding areas. The TSCB was also rated as Good. However Safeguarding children is an area of Council responsibility that requires constant high levels of vigilance to guard against the risk of harm or abuse to children that could have been prevented through early help, identification, assessment and support of services. It is therefore imperative that the Local Authority maintains high</p>

	Services)			<p>levels of compliance with legislation, procedures and follows good practice principles in its delivery of statutory services to children and that compliance is consistently monitored and quality assured.</p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Monthly meetings of the Director of Children’s Services Safeguarding Group.</li> <li>• Rigorous Performance management and Quality Assurance</li> <li>• Experienced Independent Chair of TSCB in place with Safeguarding Development Manager supporting a rigorous TSCB Business Planning and monitoring process.</li> </ul> <p>An Action Plan was developed following the Inspection. As of February 2016 this is all RAG rated as Green.</p>
3	<p>Demand for school places under-estimated and/ or additional school places are not delivered to satisfy increased demand.</p> <p>(CFW)/(Children’s Services)</p>	15 Medium	← →	<ul style="list-style-type: none"> <li>• All children have been allocated places for the 2015/16 academic year.</li> <li>• The demand for primary and secondary school places continues to be monitored and capital resources allocated to ensure sufficient places are provided to meet our statutory duty.</li> <li>• A two year resource allocation has now been received from Department for Education (DfE) and a Capital Programme is planned in line with projections.</li> <li>• A secondary sufficiency review to plan for 2017 and beyond has been completed with schools and academies to manage the projected increases working through from the primary sector. An implementation plan is being developed following approval of the outcomes by the Council Executive and Secondary Schools.</li> <li>• Capital implications of the SEN review are also being implemented to meet additional demand for places.</li> </ul>
4	<p>Continuing uncertainty regarding the Council’s medium term financial position given the reliance that exists on support from Central Government, cost pressures within the existing budget and major changes in the administration of Business Rates</p>	20 High	← →	<ul style="list-style-type: none"> <li>• Government announced grant settlement 2016/17 and gave indications for level of settlement for the following 3 years up to 2019/20.</li> <li>• The Local Government Financial Settlement was finalised on 8 February and this provided the level of Settlement Funding for the Council for 2016/17 of £56.3m, a reduction of £7.4m or 11.6% on 2015/16. The Settlement also provided indicative allocations for a further three years until 2019/20 and Authorities have until October 2016 to decide whether to accept this future funding</li> </ul>

	<p>resulting in a greater risk being transferred to local government.</p> <p>(T&amp;R)/(Finance)</p>		<p>offer.</p> <ul style="list-style-type: none"> <li>• The Council agreed the budget for 2016/17 on 17 February 2016 in the sum of £147.320m which included from savings and additional income of £22.6m.</li> <li>• The medium term outlook demonstrates that the Council will still need to make savings in excess of £30m over the following three years up to 2019/20.</li> <li>• As part of the delivery of 100% Business Rates retention the Government is to carry out a needs review which will take account of the cost of providing services locally. The Council intends to play a full part in this review.</li> <li>• The Council's reserves have been revised and a budget support reserve has been created which will be available to support the budget in 2017/18 as nearly two thirds of the future years budget gap of £30m needs to be found in that year.</li> </ul>
5	<p>Loss / absence and retention of senior managers to the organisation.</p> <p>(T&amp;R)/(Finance)</p>	<p><b>20 High</b></p>	<ul style="list-style-type: none"> <li>• Two Council permanent appointments have been made to Joint Director posts in the Integrated 'Provider Services' structure and Health.</li> <li>• A number of interim senior posts and an acting up arrangement in the Adults Neighbourhood structure have been put in place to assist with senior capacity and professional leadership to Social Workers whilst the CFW Directorate transforms. An internal candidate has been appointed into one of the posts and an internal act-up will secure additional succession planning and aided retention of key senior Officers.</li> <li>• Proposals on revised and strengthened Corporate Management Team arrangements were approved at Council on 18<sup>th</sup> February 2015; the realignment of the post of Corporate Director – Resources to incorporate increased and robust responsibility directly for the Council's financial management arrangements and the formal appointment of a deputy for the Chief Executive, together with the Directors of Legal and HR attending CMT meetings.</li> <li>• An internal candidate is acting up into the Corporate Director post in the CFW Directorate, shadowing the current post holder prior to his exit, to ensure a robust handover and succession plan.</li> <li>• A number of interim internal 'act-up' arrangements are in place, again aiding succession planning, pending permanent appointments.</li> <li>• A leadership development programme is in place</li> </ul>

				<p>for all managers/senior managers across the organisation, to support them in leading and engaging their staff through transformational change.</p> <ul style="list-style-type: none"> <li>• A new linear pay structure was implemented in April 2015 that introduced a new grade to span the gap at the former top of the NJC pay spine and the Senior Manager pay structure. This will enable posts to be created in recognition of increased levels of responsibility as the organisation reshapes.</li> <li>• A succession planning strategy had been developed that formalises an approach to ensure that key skills are not lost to the Council, whilst up-skilling staff to take on higher graded roles. Successors will be identified at senior manager level and targeted development initiatives provided to ensure that we are equipped to flex our workforce to react to resource and skills gaps.</li> <li>• Further to a recent recruitment exercise, an external candidate has been appointed to the post of Chief Finance Officer.</li> <li>• An internal candidate has been appointed to the permanent post of Corporate Director – Resources.</li> </ul>
6	<p>Trafford Council must ensure that information held about citizens, employees, partners, contractors, members and organisations in Trafford is safe in their hands. To be able to assure its partners and the public that this is the case they need to demonstrate that they are handling personal/ sensitive and commercial data securely both in technology and physical terms. They also need to ensure that 3<sup>rd</sup> parties acting on their behalf are handling their data sets in accordance with Trafford Council's policies and procedures. This is a corporate risk and the</p>	<p><b>15</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• Citizens and businesses have a right to expect data held about them to be treated in a secure manner and only shared on a need to know basis.</li> <li>• Employees, Partners, Contractors and members have the right to expect data held about them to be treated in a secure manner.</li> <li>• Trafford Council have a responsibility to protect their data and information.</li> <li>• A dedicated Corporate Information Governance (IG) Team has been established comprised of an IG Manager, 2 x IG Officers.</li> <li>• Work is ongoing to ensure that the annual work plan is delivered.</li> <li>• The Information Security Governance Board (ISGB) which is made up of senior officers across the council who will lead on IG matters within their Directorates has been re-established and will take the corporate lead on all IG-related matters and in progressing the embedding of information governance in the Council's day to day activities.</li> <li>• The Council has agreed to take part in a voluntary audit by the ICO of its practices and procedures around Data Protection. The audit is likely to take place in the third or fourth quarter of</li> </ul>

	<p>risk to the Council is reputational, financial, adverse publicity and could ultimately be a breach of the Data Protection Act.</p> <p>(T&amp;R)/ (Transformation and Resources).</p>			<p>this year.</p>
7	<p>The Reshaping Trafford Council Programme doesn't progress to plan and/or deliver its expected outcomes.</p> <p>(T&amp;R) /(Transformation and Resources)</p>	<p><b>15</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• The governance arrangements in place are mature and effective with appropriate senior level representation and authority to provide the support, challenge, advice and decision making required.</li> <li>• From April 2015, the Transformation Programme became the 'Reshaping Trafford Council Programme' and the budget consultation process and proposals for 2016/18 are being built around the Reshaping Trafford Council Blueprint.</li> <li>• The lessons learnt from the previous budget process have been incorporated into the process for 2016/18.</li> <li>• Business cases have been completed by the relevant services for all 2016/18 budget proposals.</li> <li>• Workshops with CMT and Members took place throughout May to October 2015 to finalise these proposals.</li> <li>• A specialist company was selected in August 2015 to assist with the public consultation events Phase one of the public consultation took place during September with feedback informing the specific proposals consulted on during November and December.</li> <li>• Briefings were completed with the Executive, Conservative Group, Labour Group and Liberal Democrat Group prior to the public consultation events going live and prior to the release of the budget report. In addition, media and Trade Union briefings were also carried out.</li> <li>• The budget report was released on 5<sup>th</sup> November; Executive met on the 16<sup>th</sup> and Scrutiny on 18<sup>th</sup> November on the final budget proposals.</li> <li>• The Trafford Business breakfast meeting took place on 19<sup>th</sup> November 2015.</li> <li>• The public and staff consultation (terms and conditions) ran from the 24<sup>th</sup> November to the 16<sup>th</sup> December 2015.</li> <li>• The online survey, brochure and updated video were ready for the first public meeting on the 24<sup>th</sup> November 2015.</li> </ul>

				<ul style="list-style-type: none"> <li>• The All Age Travel Assistance policy was included in the main budget consultation questions as well as being a separate consultation exercise. The responses gathered will be analysed by the specialist company and included in a separate report to the Executive in March 2016.</li> <li>• Following a review of the reporting arrangements for both the Transformation and CFW programmes, it was decided to merge the two separate reporting lines into one cohesive structure to reduce the administrative and managerial burden. At this Board the RAG status of each project is reviewed. This has been in place since September 2015.</li> <li>• A regular review of the Transformation resourcing programme is undertaken to monitor how the team are deployed. This ensures that the programme resource is utilised effectively on the high priority activities to ensure the outcomes of the Reshaping Trafford programme are delivered.</li> <li>• The contract was awarded to Amey for the delivery of environmental and highways services in April 2015.</li> <li>• AS75 partnership agreement will be established between Trafford Council and Pennine care from April 2016, which will transfer the management responsibilities to Pennine Care for all age, integrated health and social care services, to March 2018.</li> <li>• Trafford Leisure Trust, a CIC owned by Trafford went live on 1<sup>st</sup> October 2015.</li> <li>• A shared HR/payroll service for transactional services with GMP will be implemented in August 2016.</li> <li>• The Star shared procurement service continues to embed its new delivery model.</li> <li>• Commercial trading activity is increasing with the launch of weddings at Trafford Town Hall and use of the restaurant for public events.</li> <li>• Trafford is working closely with GM on devolution agendas to ensure all opportunities available are unitised. Our reshaping programme entirely aligns with the GM strategic aims and priorities.</li> </ul>
8	Failure or delay to implement new Adult Social Care System (Liquid Logic).  (CFW)/(Adult Social	8 <b>Low</b>	← →	<ul style="list-style-type: none"> <li>• Business continuity plan in place, including ICT failures.</li> <li>• Monitoring is in place and a range of weekly, monthly and quarterly reports are overseen by Liquid Logic Programme Board and the Business Delivery Finance Board to ensure that the roll out</li> </ul>

	Services and Community Wellbeing)			<p>of the new operating model/ integration of health and social care continues to address key personalisation/ integration performance indicators.</p> <ul style="list-style-type: none"> <li>• ContrOCC Action Plan implemented to mitigate risks identified.</li> <li>• Planning commenced and project groups developed for the all age and children's developments, children's ContrOCC, single view, ICS upgrade (children), new releases for information and advice, social care and financial self-assessment processes etc.</li> </ul>
9	<p>Failure of the Adult Safeguarding Service.</p> <p>(CFW)/(Adult Social Services and Community Wellbeing)</p>	<p><b>12</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• Refresh of the Safeguarding Policy and procedures reviewed and out in draft for consultation in place.</li> <li>• Adult Safeguarding Board has been refreshed and a revised governance process in place, introducing a strategic and operational board which is jointly chaired.</li> <li>• An Independent Chair has been appointed.</li> <li>• Joint Children's and Adult safeguarding committee now in place.</li> <li>• Senior Learning and Development post was filled in October 15. Impact on sustaining competency in relation to implementation of practice both internal and external agencies.</li> <li>• The Clinical Safeguarding Nurse is currently not in work, this is being covered two days a week by the CCG. We are working closely with the Lead Safeguarding Nurse from Pennine Care.</li> <li>• Serious Case Review Panel reviewed and in place.</li> <li>• Recent court judgements lowering the threshold for Deprivation of Liberty Orders. Increased resources agreed.</li> <li>• Additional Capacity agreed and a new Senior Practitioner has been appointed.</li> <li>• Annual Safeguarding Plan completed. Serious Case Review Plan is in place. Annual Report completed.</li> <li>• New Safeguarding Development Manager in post.</li> <li>• Policy &amp; procedure reviews completed. Form templates reviewed to dovetail the changes in procedure – these are agreed and awaiting Liquid Logic planned changes/updates.</li> <li>• Safeguarding Adults Return (SAR) working group is in place and operational. Learning Action Plan pending.</li> </ul> <p>Recent SAR Held – learning action plan pending.</p>

10	<p>Breach of health and safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations.</p> <p>(T&amp;R)/(Transformation and Resources)</p>	<p><b>10</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• Current Health &amp; Safety Policy and comprehensive arrangements in place. Subject to periodic review as required and available to the workforce via the intranet.</li> <li>• Health and Safety Audit programme in place across all Directorates and schools. This programme includes proactive monitoring of compliance with health &amp; safety law and internal H&amp;S management arrangements.</li> <li>• Policy, arrangements, protocols and guidance for Directorates and schools updated to reflect legislative or organisational changes and any new or emerging risks (in addition, a three year rolling programme is ongoing).</li> <li>• HSU support in the comprehensive assessment and investigation, where required, of health and safety issues or incidents. Facilitates the effective management of risk and statutory compliance.</li> <li>• HSU support in responding to occupational health and workforce referrals to ensure the health, safety and welfare of staff.</li> <li>• Staff consultation processes in place to report and liaise on Health and Safety performance issues.</li> <li>• Competent HSU advisory service with advisors subject to continuing professional development requirements.</li> <li>• Training calendar in place and online training available to support managers and schools in ensuring staff are competent to undertake tasks/role.</li> </ul>
11	<p>New Joint Venture partner fails to deliver services to the required standard or fails to deliver required efficiency savings.</p> <p>(EGEI)/(Environment and Operations)</p>	<p><b>8</b> <b>Low</b></p>		<ul style="list-style-type: none"> <li>• First 7 months of contract operated successfully across all services. No service standards issues.</li> <li>• Operational controls and governance arrangements are now in place and working effectively.</li> <li>• 2015/16 budget savings are on target for full delivery.</li> </ul>
12	<p>The Transformation Programme savings will not be delivered in full.</p> <p>(T&amp;R)/ (Transformation and Resources)</p>	<p><b>15</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• The governance arrangements in place are mature and effective with appropriate senior level representation and authority to provide the support, challenge, advice and decision making required.</li> <li>• The Transformation Portfolio savings target are reviewed and monitored monthly and the savings are being monitored via the usual monthly monitored arrangements.</li> <li>• Unlike previous years, savings have not been categorised into Transformation or Other</li> </ul>

				<p>Business as the achievement of the entire savings programme is crucial to the financial base of the Council.</p> <ul style="list-style-type: none"> <li>• The largest risk is with the extent of CFW savings. In recognition of this a team was assembled to ensure delivery of the savings programme and to identify further opportunities as part the Council's MTFP. Progress on the achievement of savings is reported regularly to the CFW Programme Board which is chaired by the CFW Corporate Director with a review then provided monthly to the Transformation Board.</li> <li>• From September 2015 the Transformation and CFW Programme Boards will merge so that the entire savings programme involves all of CMT.</li> <li>• The total value of savings included in the 2015/16 is £(21.584) million, which is the largest amount to be achieved in a single year in the Council's history.</li> <li>• The current forecast, as at Dec 2015 is that £(21.817) million, which is 101% of target, will be achieved in the year. Actual savings to date total £(20.994)m (97.3%) of target, leaving a balance of £0.590m (2.7%) to be achieved in the remainder of the year.</li> <li>• There are a number of shortfalls against certain savings schemes and reporting is in place to explain how these will be managed with the budget.</li> </ul>
13	<p>Major event leading to inability to deliver critical services to vulnerable people.</p> <p>(CFW)/(Adult Social Services and Community Wellbeing)</p>	<p><b>12</b> <b>Medium</b></p>	<p>↑</p>	<ul style="list-style-type: none"> <li>• Consideration has been given to events could stretch the capacity of the service. This has included plans for monitoring and responding to winter pressures. All CFW Services have Business Continuity Plans in place within the Directorate with supporting action plans actively monitored. These are due to be reviewed further.</li> <li>• Contractual requirements on external providers to have business continuity plans in place.</li> <li>• Business continuity review (Adult Social Care) undertaken following integration of ASC with Pennine Care.</li> <li>• Two events dealt with effectively.</li> </ul>
14	<p>Failure to complete the Business Continuity (BC) Programme Project, resulting in an increased risk that the Council may fail to deliver Council services in the event of significant disruption.</p>	<p><b>10</b> <b>Medium</b></p>	<p>← →</p>	<ul style="list-style-type: none"> <li>• The Council's Audit and Assurance Service completed an audit of the Business Continuity function in March 2015. An action plan was developed and a report was submitted to CMT in May 2015. The report was referred to the TPR meeting in late May and the Emergency Planning Manager now provides a quarterly update to TPR as to progress. Also approved was a new Corporate Business Continuity Policy and a draft Corporate Business Continuity plan. (The Plan</li> </ul>

	(T&R)/(Transformation and Resources)		<p>can be finalised when all Services identify their priorities.)</p> <ul style="list-style-type: none"> <li>• In the summer of 2013 the Business Impact Analysis (BIA) and the Business Continuity Plan (BCP) templates were completely revised; and have since been issued with other guidance, as a <i>BC Toolkit</i> hosted on the Council's Intranet site.</li> <li>• The Emergency Planning Manager, the Principal Audit and Assurance Officer and the Head of ICT have met to discuss a review of the BIA in order to obtain further details about the service ICT requirements and how the service would be affected by a business interruption. A revised BIA has been prepared and placed on the Council's intranet pages.</li> <li>• Over the past few months all BIAs, and where necessary BC plans, have been under review. This is complete across a large proportion of the Council, but some services are waiting until their structural changes embed and others are yet to engage. (This all forms part of the action plan referred to above.) Once the BIA has been amended in line with ICT requirements, services will need to undertake a further review of their BIAs.</li> <li>• A workshop is being planned for appropriate representatives from each service area to foster understanding of the new BIA template particularly in relation to further details required by ICT. The workshop will take place before the end of March 2016.</li> <li>• The Council's web and intranet pages are kept up to date with further information and guidance and continue to comply with the Civil Contingencies Act in regard to providing advice to the public and businesses and to inform staff.</li> <li>• The Emergency Planning Manager has through HR and AGMA, gained agreement to use an on-line learning package developed by Risk and Resilience at Manchester City Council. This is now on the AGMA Virtual College E-Learning Platform. This is to be promoted.</li> <li>• Under the Reshaping Trafford banner the Council will need to ensure that outsourced Council Services have robust BCPs. As part of the JVC, Amey have provided the Council with their 'Contingency and Back-Up arrangements.</li> <li>• CFW are seeking formal agreement from TPR in order to adopt the Pennine Care Trust format for Business Continuity Planning to more closely align Health and Social Care. CFW Directors are</li> </ul>
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				<p>in favour of this and it features in the quarterly Business Continuity update to TPR, 23 February 2016.</p> <ul style="list-style-type: none"> <li>• A spread sheet outlining the structure of the Council highlights the current status of business continuity planning across the Authority, using the Red, Amber and Green (RAG) system.</li> <li>• Trafford and Manchester City Council are working in collaboration to determine a future strategy for ICT Disaster Recovery (DR) based on either Pooling of Resources (both people and physical assets) ideally with the addition of at least one other AGMA Authority or utilising a procured managed service for Data Centre services that would move both Authorities to a more Cloud based Service incorporating DR with the option for other AGMA Authorities to utilise the service.</li> <li>• In addition Trafford are exploring an option to exploit Davyhulme library as an alternative backup site to the existing Sale Waterside location for Data and potentially services.</li> </ul>
<b>New 15</b>	<p>CAMHS - higher number of children and young people waiting at Tier 3 level to receive intervention.</p> <p>(CFW)/(Children's Services)</p>	<b>12 Medium</b>		<p>Recruitment, ICT issues and implementation of Service Review resulted in skills loss (Cognitive Behavioural Therapy (CBT) and individual therapeutic skills) and impact on waiting times which could have significant consequences/ serious harm to vulnerable children and young people and/ or reputational damage.</p> <p>Actions put in place to mitigate risks include:</p> <ul style="list-style-type: none"> <li>• Establishment of CAMHS Waiting List Monitoring Group</li> <li>• Analysis of children and young people currently on CAMHS waiting list</li> <li>• Skills shortage/ recruitment of permanent staff – 2 staff appointed and one vacancy re-advertised to replace loss of expertise. Use of agency staff as temporary backfill and covering on-call/ skills match (CBT/ Anxiety/ DBT)</li> <li>• Review of current waiting list/ assessment of all children/ young people who have been waiting over 18 weeks. Communication to all waiting 18+ weeks on progress</li> <li>• Transfer all cases from existing access data base to Share Point in preparation for migration/ roll out of EMIS</li> <li>• Consult with CAMHS staff on re-design of service</li> </ul>

				<ul style="list-style-type: none"> <li>• Implement recommendations from CAHMS Review (from April 2016)</li> <li>• Updates are received by Trafford (and Pennine Care) and Health Information Governance Groups.</li> </ul>
16	<p>Inability to meet Trafford residents' requests to have burials within the local area due to insufficient land.</p> <p>(EGEI)/(Environment and Operations)</p>	<p><b>12</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• Terms agreed to purchase additional land from the National Trust at Whitehouse Lane Dunham Massey.</li> <li>• Executive Member decision taken on 05 May 2015.</li> <li>• Legal are instructed and are in contact with the National Trust solicitors.</li> <li>• The planning application was submitted in October 2015.</li> <li>• Following a request for more information from the Environment Agency (EA) relating to the water table in two of the five plots, the planning application was withdrawn.</li> <li>• A hydro-geotechnical survey has been commissioned with a view to resubmitting the application as soon as possible.</li> <li>• The survey will commence on the 23<sup>rd</sup> February with work expected to be completed by 4<sup>th</sup> April 2016.</li> <li>• Once recommendations from EA have been received a new landscape scheme will be devised to maximise the land available for burials and looking at other options to meet the needs of bereavement services and residents.</li> <li>• It is anticipated that the planning application will be submitted in June 2016.</li> </ul>
17	<p>A successful Cyber Security Attack could lead to sensitive data being compromised, denial of access to the councils computing services or severe degradation or loss of control of those services.</p> <p>T&amp;R)/(Transformation and Resources)</p>	<p><b>15</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• Trafford will continue to operate in an assumed state of compromise in that there should always be a presumption that our network boundaries both internal and external are vulnerable.</li> <li>• All information sources and systems within the Council should have an identified owner.</li> <li>• The Council will continually address issues that may affect our ability to detect and respond to threatening cyber activity e.g. continually review our ISP Providers and their effectiveness; currently JANET</li> <li>• Trafford will create a culture in which the security of technology, information and business process is assessed and verified from the point of inception through to delivery use and disposal.</li> <li>• We will not restrict innovation in the council by managing rather than avoiding all risk.</li> <li>• We will seek expert guidance when appropriate and collaborate with central and local government bodies to benefit from tried and</li> </ul>

				<p>tested approaches, knowledge, wisdom and learned experience.</p> <ul style="list-style-type: none"> <li>• Investment has been submitted in the 2016/17 Capital Plan to maintain and update the Councils Firewall defences. Work will commence immediately in February 2016.</li> <li>• The Council will seek via Procurement an established Security Partner to help manage, monitor and develop Trafford's Security defences as well as ensuring Trafford maintains its compliance with PSN.</li> </ul>
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\* Note: This indicates the direction of travel in respect of performance in managing the risk and not direction of travel of the risk level.