

## TRAFFORD COUNCIL

**Report to:** Audit and Accounts Committee  
**Date:** 6 December 2017  
**Report for:** Information  
**Report of:** Audit and Assurance Manager

### **Report Title**

**Strategic Risk Register 2017/18 (November 2017 update)**

### **Summary**

The Accounts and Audit Committee is asked to consider this report which provides an update on the strategic risk environment, setting out developments relating to the management of each of the Council's 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  
Mike Sullivan – Senior Audit & Assurance Officer      **Extension:** 1564

### **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 Leadership Team (CLT) 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 in October and November 2017.

## **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 was reviewed in July 2017, all the risks have been reviewed and updated with developments.
- 2.4 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 14 strategic risks.
- 2.5 Two new risks have been added (Regarded as high level risks with scores to be confirmed in subsequent risk updates). These are in relation to:
  - The integration between Trafford Council and the CCG (SR1);
  - University Academy 92 (SR7): failure to implement programme and achieve possible benefits.
- 2.6 Risk exposure scores for the following risk has increased:
  - Shortage of Burial Ground (SR13), previously SR16, increased from a low risk score of 8 to a medium risk score of 12.
- 2.7 The risk exposure score for the following risks have decreased:
  - Safeguarding Vulnerable Children (SR 2) reduced from a high risk score of 16 to a medium risk score of 15;

- Council's Medium Term Financial Position (SR4) reduced from a high risk score of 20 to a medium risk score of 15. This risk now incorporates the Council's approach to Investment Strategy.

2.8 Since the last update to CLT in July 2017, it has been agreed that the following risks will be removed from the Council's strategic risk register as their risk score has been recorded as low. Appropriate governance arrangements are in place to monitor risks at the Directorate level:

- Major Regeneration Projects - developments do not proceed due to economic and financial constraints (formerly SR1).
- Fragility of Emergency Duty Team (EDT) in providing safe, robust out of hours service (formerly SR15).

2.9 In addition, the following changes to risks have been made:

- The risk in relation to a major event leading to inability to deliver critical services to vulnerable people (formerly SR13) has now been incorporated in to the authority-wide Business Continuity risk (SR14).
- Previous risks in relation to the delivery of the Reshaping Trafford programme (formerly SR7) and delivery of Transformation savings (SR12) have now been reviewed and updated to form one risk (SR12). This includes reflecting the closure of the Reshaping Trafford programme which has been replaced with the Vision 2031 programme.

2.10 The next Strategic Risk Register update is due to commence in February 2018 with the updated report to be presented to CLT and the Accounts and Audit Committee in March 2018.

## Comparison of Risk Levels July and November 2017

**IMPACT** **Risk Levels – July 2017**

Very High(5)	2	6	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 – November 2017 \***

Very High(5)	2	8		
High (4)		2		
Medium (3)				
Low (2)				
Very Low (1)				
	Very Low (1)	Low (2)	Med. (3)	High (4)
				Very High (5)

**LIKELIHOOD**

**High Risk**

**Medium Risk**

**Low Risk**

*\* For the two new risks re the integration between Trafford Council and the CCG (SR1) and 'University Academy 92 (SR7) these are expected to be recorded as high level - risk scores to be confirmed and are therefore not shown on the table above.*

### 3. Strategic Risks (November 2017)

Red	Amber	Green
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<i>Risk</i>	<i>Strategic Risk Title / (Directorate / Portfolio)</i>	<i>Risk Level</i>	<i>Management of Risk - Direction of Travel *</i>	<i>Comments</i>
1 (New risk)	Risks associated with the integration between Trafford Council and Trafford CCG.  (Authority-wide – CFW & T&R) / (Authority-wide)	<b>High</b> (Risk score to be confirmed)	N/A	<p>This is a new risk with a summary below. Details will be updated once the risk level is assessed.</p> <p>The integration of Trafford Council and Trafford CCG is planned for April 2018. Integration of the two separate organisations with multiple services requires a clear vision, strong leadership and clear accountability from the top, supported by both community and staff engagement.</p> <p>Detailed work is currently taking place through a number of Transformation, Finance and HR working groups to ensure understanding of the current status before integration, and shape the proposed delivery models and staffing structures for the new organisational form.</p> <p>There are significant risks, including financial and reputational, attached to the integration. An integrated Business Programme Risk Register has been established with greater detail.</p>
2	The Council does not fulfil its statutory duties and all accompanying policy requirements in terms of identifying and safeguarding vulnerable children.  (CFW / Children, & Families)	<b>15 Medium</b> (Previously Risk score 16)		<p>Over the last year there has been fluctuation in demand. Child Protection numbers increased significantly but through management review they have now stabilised to a more manageable number. There has also been a reduction in the number of families in PLO. Children in Care numbers continue to be high but have now levelled and are beginning to reduce, this will be a slow process and managing the care plans for these children must be done carefully and in line with legislation. The increases we have experienced have put pressure on social worker caseloads and created pressures within the system generally. These increases are monitored and managed through moving staff or use of agency staff whenever possible.</p> <p>We have now appointed a temporary Multi-Agency Review and Improvement Team as part of our Transformation Bid to help the service review existing practice and drive improvements to our approaches to improve outcomes.</p>

				<p>There are also changes for both the Children's and Adults Safeguarding Boards with a change of Independent Chairs, we have now appointed a new Joint Board Chair for both children and adults.</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> <li>• Performance measures such as Child Protection, Public Law Outline and Looked After Children are monitored through weekly and monthly reports to all relevant managers.</li> <li>• There is monthly meeting with the Director of Children's Services (DCS) where the above information is collated and reported along with caseload and staff turnover numbers.</li> <li>• There are quarterly assurance meetings of both Trafford Integrated Governance Group and an internal Children's Integrated Governance Group.</li> <li>• Audits are regularly conducted to measure the quality of recording and impact of work done with children and families.</li> <li>• A Team of Peripatetic Social Workers is utilised to move to areas where there are staff shortages or demand pressures. If this is insufficient agency staff are utilised.</li> <li>• There are detailed monthly and quarterly budget meeting to monitor costs behind Children Social Care activity.</li> <li>• Weekly Panels monitor the number of children's placements and other resources allocated to support a family.</li> </ul> <p>The Safeguarding Boards are being brought together with more of a joint approach and a single Chair (now appointed). The Budgets and staffing have been brought together. The Children's Board Manager has left and will be replaced by a manager who will cover both Boards. The interview for this will be in November 2017.</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, &amp; Families)</p>	<p><b>15</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• All children have been allocated places for the 2017/18 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>• All basic need funding has been allocated up to March 2018.</li> <li>• There is no basic need funding from the Department for Education (DfE) for 2018/19, the first year the LA has received a £0 allocation. . Indicative basic need funding for 2019/2020 is £18m.</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 resulting in a greater risk being transferred to local government.</p> <p>(T&amp;R / Corporate Resources)</p>	<p><b>15</b> <b>Medium</b></p> <p>(Previously Risk score 20)</p>		<ul style="list-style-type: none"> <li>• On the 22nd February 2017 the Council agreed the 2017/18 budget of £160.83m. This includes the full year effect of 2016/17 saving proposals of £9.22m and new saving proposals of £6.34m which are to be delivered in 2017/18.</li> <li>• The latest Medium Term Financial Strategy (MTFS) position indicates an overall budget gap of £19.24m, split £13.19m in 2018/19 and £6.05m in 2019/20.</li> <li>• The Executive has considered a draft budget in October 2017 which included a range of measures to address this budget gap which left a remaining gap of £5.5m in 2018/19, £5.0m in 2019/20 and £7.7m in 2020/21.</li> <li>• In July 2017 the Executive agreed an Investment Strategy and subsequent growth to the Capital Programme to cover future investments involving either the acquisition of revenue generating commercial property or the provision of debt funding for new developments. The returns from this approach to be sufficient to repay borrowing costs and provide a net return to support the remaining budget gap. To mitigate the risks of the approach nationally recognised investment advisors are being used as part of the due diligence process with emphasis placed on securing investments in low risk assets. Further risk mitigation is being undertaken through the creation of a "Risk Reserve" through the ring-fencing of an element of the returns. All investments are scrutinised by an Investment Management Board which includes cross-party representation.</li> <li>• The latest in-year monitoring position as at period 6 is showing an overall projected underspend on the 2017/18 budget of £0.9m, albeit this position includes for increasing social care costs which are being mitigated from savings across the other service areas. The impact of this is currently being investigated to understand the impact in 2018/19.</li> <li>• The Council is participating in the 100% business rates retention Greater Manchester (GM) pilot from 1st April, as such the Council will potentially be taking on a greater degree of risk with the local share increasing from 49% to 99% i.e. greater exposure to appeals. There has been agreement across the GM region whereby districts will retain half of the benefits from being in the pilot. This is estimated to be a significant number, due in part to the savings in levy payments and central share which are no longer</li> </ul>
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				<p>payable to Government under the Pilot, and help in bridging a sizeable proportion of the budget gap in later years.</p> <ul style="list-style-type: none"> <li>• As part of the preparation to the full implementation of 100% Business Rates Retention in 2019/20 the Government is carrying 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>• Additional risks following the Brexit decision include reduced interest rates and impact on investment interest, cost of supplies and services and business rate risk.</li> </ul>
5	<p>Loss / absence and retention of senior managers to the organisation.</p> <p>(T&amp;R / Corporate Resources)</p>	<p><b>15</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• A new organisational structure is in place for the all-age integrated health &amp; social care service.</li> <li>• A number of interim internal 'act-up' arrangements are in place, again aiding succession planning, pending permanent appointments.</li> <li>• A new leadership development programme is in development for all managers/senior managers across the organisation, to support them in leading and engaging their staff through transformational change and Vision 2031.</li> <li>• 4 senior managers are attending the 2<sup>nd</sup> cohort Greater Manchester Leadership Programme.</li> <li>• A succession planning strategy is being rolled out 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. Each successor will have access to a coach.</li> <li>• Leadership behaviours are being developed in line with Leading GM expectations and Trafford's Vision 2031.</li> <li>• Pro-active attendance management strategy developed and will be rolled out across Trafford with refreshment training for managers.</li> <li>• Strengthening of the senior leadership team-introduction of Chief Legal Officer role and new appointments made to Corporate Director for EGEI, interim Commercial Director, Director of Legal and Director of OneTrafford Partnership.</li> </ul>
6	<p>Trafford Council must ensure that information held about citizens, employees, partners, contractors,</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</li> </ul>

	<p>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 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 / Corporate Resources)</p>			<p>have the right to expect data held about them to be treated in a secure manner.</p> <ul style="list-style-type: none"> <li>• Trafford Council have a responsibility to protect their data and information.</li> <li>• The Council has a dedicated Corporate Information Governance (IG) team which provides advice and guidance in relation to compliance with Data Protection and Freedom of Information legislation as well as with data sharing. It also investigates and reports monthly to the ISGB and quarterly to CLT on data security incidents within the Council and provides services with recommendations to improve their working practices.</li> <li>• The Council has an Information Security Governance Board (ISGB), which meets monthly and is comprised of senior officers across the council who lead on IG matters within their Directorates .The ISGB has a terms of reference which provides a direct reporting line to the CLT, underlining the importance of information governance and information security within the Council. The ISGB takes the corporate lead on all data protection related matters and in progressing the embedding of information governance into the Council's day to day activities. Progress on the ISGB's information governance work plan is reported fortnightly to CLT.</li> <li>• The Council achieved "reasonable assurance", the second highest level awarded, in the, voluntary information governance audit performed by the Information Commissioner's Office (ICO) during January 2017.</li> <li>• The Council's responses to their best practice recommendations have been approved by the ICO.</li> <li>• Work is underway with implementing the various procedural changes to be introduced in May 2018 by General Data Protection Regulations (GDPR).</li> <li>• The Council has appointed a Data protection Officer which is mandatory requirement under GDPR.</li> </ul>
7 (New risk)	University Academy 92: failure to implement programme and achieve possible benefits this may bring in terms of regeneration around	High (Risk score to be confirmed)	N/A	<p>This is a new risk with a summary below. Details will be updated once the risk level is assessed.</p> <p>University Academy 92 (UA92) was launched in September 2017 to establish a new model of university by bringing together the best of academia, business and sport. It is a unique collaboration involving the Class of 92, Lancaster</p>

	<p>Stretford and Old Trafford.</p> <p>(Authority wide - EGEI) / (Authority-wide)</p>			<p>University, Microsoft, Trafford College and Bruntwood as well as Trafford Council. Other supporters of UA92 and the regeneration in the Trafford area include Lancashire County Cricket Club and Manchester United Football Club.</p> <p>Trafford Council believe UA92 will help regenerate the area around Stretford and Old Trafford as it presents a fantastic opportunity to revitalise and support local communities to maximise their potential. UA92 aims to create jobs and attract 6,500 students by 2028.</p> <p>This programme comprises of a number of facets including the university campus, student accommodation, Stretford leisure centre and Turn Moss. Each of these aspects are being considered individually as well as part of the overall programme. Mitigation arrangements are in place in the event of failure of any part of the programme. For example, Stretford Leisure refurbishment will continue regardless of the university as this is also a community asset.</p> <p>It is noted that currently the consultation of the refreshed Stretford Masterplan is underway and themed events are covering the outcomes of which will impact on the regeneration of Stretford. Further details of this risk will be completed post consultation.</p>
8	<p>A successful Cyber Security Attack could lead to sensitive data being compromised, denial of access to the Council's computing services or severe degradation or loss of control of those services.</p> <p>(T&amp;R / Corporate 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>• Trafford will actively participate in collaboration within the Association of Greater Manchester Authorities (AGMA) on security initiatives and will actively participate in the iNetwork security awareness and conferences.</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 Internet Service Providers and their effectiveness.</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</li> </ul>

				<p>managing rather than avoiding all risk.</p> <ul style="list-style-type: none"> <li>• We will seek expert guidance when appropriate and collaborate with central and local government bodies to benefit from tried and tested approaches, knowledge, wisdom and learned experience.</li> <li>• Investment has been submitted in the 2017/18 Capital Plan to maintain and update the Council's Security defences. These included updating and refreshing the Firewall technology and the web filtering software which has been completed and upgrading the Windows Operating system to Windows 10 will commence in late 2017. In addition a full review of the Trafford ICT Security Policies is taking place to bring them up to date and to identify and complete any policy gaps. To date additional Firewalls have been implemented to secure the HR Shared Services network from the main Trafford network and to protect the Sale Waterside data centre network used for backups and recovery of data.</li> <li>• The Council via a competitive procurement has appointed an established security partner, The Network People (TNP) to help manage, monitor and develop Trafford's Security defences via Firewall management and professional services design. This arrangement will be extended in line with Procurement rules for a further two years.</li> <li>• Trafford is maintaining its compliance with Public Service Network (PSN) through annual vulnerability penetration testing of both the internal and external networks. This is also the case regarding the PCI compliance required for financial services.</li> <li>• Trafford has recently become an active member of the North West Warning, Advice &amp; Reporting Point (WARP) to ensure we share experiences with similar authorities and remain up to date on current trends. As a result we are investigating the possibility of obtaining our cyber essentials accreditation.</li> <li>• Trafford Council ICT department are proposing that the business undertakes an awareness campaign that focuses on the potential threats and vulnerabilities that could possibly lead to Council data and systems being compromised.</li> </ul>
9	Failure of the Adult Safeguarding Service.  (CFW)	<b>12</b> <b>Medium</b>		<ul style="list-style-type: none"> <li>• Refreshed Safeguarding Policies and procedures completed, new policy live from May 2016 and available as an app for all staff. The Safeguarding Board has a well embedded Policy sub-group driving improvements and</li> </ul>

				<p>developments in Adult Policies.</p> <ul style="list-style-type: none"> <li>• Senior Learning and Development post was filled in October 2015</li> <li>• An Interim Clinical Commissioning Group chief nurse has been appointed.</li> <li>• A new Health Safeguarding Team (Pennine) has been designed but it is currently facing significant staffing challenges and is on the Pennine Risk Register – the social care arm of the Integrated Service is supporting the health practitioners with safeguarding matters in the meantime.</li> <li>• The Director of Safeguarding and Professional Development is in role and the standard of safeguarding for adults and children is managed centrally through this role.</li> <li>• Serious Case Review Panel (Adults) reviewed and in place and has completed several Learning Reviews, a Safeguarding Adult Review (SAR) has been published and 2 more SAR's have now been commissioned and Independent Authors procured. Learning from these processes is now being rolled out to staff.</li> <li>• Two Senior Practitioners are in post and are overseeing safeguarding decision making with the Community Screening Team.</li> <li>• The Screening Team is the first point of contact for Safeguarding referrals – referrals on open cases are now sent directly to the neighbourhood teams who have better knowledge and understanding of the individuals concerned and can offer a quicker and more comprehensive response.</li> <li>• All referrals into Screening are immediately risk assessed and Safeguarding referrals are prioritised.</li> <li>• There is a discrete Adult Protection Line for members of the public to directly contact social care to raise safeguarding concerns.</li> <li>• There are advanced plans for Greater Manchester police (GMP) officers to co-locate with the Screening Team to enhance our response to safeguarding referrals.</li> <li>• Self-assessment underway for a Peer Review of Adult Safeguarding due in January 2018.</li> <li>• Webpage launched for the Trafford Safeguarding Adults Board (TSAB). Plan now well developed for a merger of the 2 Safeguarding Boards during 2018.</li> <li>• Joint Chair for the Safeguarding Boards now in place.</li> </ul>
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				<p>Mental Capacity Act (MCA) and Deprivation of Liberty Safeguards (DoLS).</p> <ul style="list-style-type: none"> <li>• The increasing numbers of statutory DoLS applications continues to place a high degree of pressure on the service.</li> <li>• An interim DoLS manager has been in post for 3 month, this function has now been absorbed into the role of the strategic service manager who has oversight for quality and performance across Adult Social Care (this post is covered via an interim arrangements as not able to recruit to date).</li> <li>• CLT have agreed to a model for implementing statutory DoLS which aims to manage the volume and to reduce the costs associated with the use of external Best Interest Assessors (BIA's). This includes 3 FTE BIA's; a rota for internally trained BIA's who are employed in business as usual functions and the ability to commission independent BIA's when required.</li> <li>• The Community Learning and Disability Team have commenced Court of Protection (CoP10) applications for people deprived of their liberty within Council run supported living.</li> <li>• BIA forums in place</li> <li>• Quality standards set for BIA and Medical Health Act (MHA) assessments and for the completion of form 5's in advance of sign off by DoLS signatories.</li> <li>• Regional Association of Directors of Adult Social Services (ADASS) have sent out a risk prioritisation tool which is being used by Trafford to risk manage all DoLS applications (including community DoLS)</li> <li>• ADASS Form 3B pilot planned to address the number of renewals, the aim is to use equivalent assessments and dramatically reduce the cost of BIA/MHA assessments</li> <li>• New senior practitioner in place and the increased viability of signatories now in place.</li> <li>• Signatory training planned.</li> <li>• Quality assurance process in place.</li> <li>• MCA awareness roadshows and training for community teams are being delivered.</li> <li>• Daily duty system provided by BIA to screen assessments for quality and to offer advice and guidance.</li> <li>• MCA/DoLS training for children and family services being undertaken.</li> </ul>
10	Breach of health and safety legislation leading to prosecution	<b>10</b> <b>Medium</b>		<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</li> </ul>

	<p>under the Corporate Manslaughter Act and other Health and Safety Regulations.</p> <p>(T&amp;R / Corporate Resources)</p>			<p>the workforce via the intranet.</p> <ul style="list-style-type: none"> <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 targeted rolling programme is ongoing).</li> <li>• Health &amp; Safety Unit (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>• Employee Health and Wellbeing Strategy in place which incorporates ill health reduction and mental wellbeing support.</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> <li>• Arrangements in place for the health and safety assessment of providers/contractors prior to approval and for subsequent monitoring of performance.</li> </ul>
11	<p>Joint Venture partner fails to deliver services to the required standard or fails to deliver required efficiency savings.</p> <p>(EGEI / Highways, Parks &amp; Environment Services)</p>	<p><b>15</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• Second year of contract completed. Increasing number of service issues being identified and public perception is becoming increasingly negative. Additional staffing has been brought into the client team to enhance contract management. New measures are being put in place by Amey with additional resources. Independent validation of KPI and Job records by Trafford Council on-going.</li> <li>• KPIs monitored on a monthly basis, and control mechanisms are being reviewed.</li> <li>• Capital programme delivery is on target, with agreed variations.</li> </ul>
12	<p>The Transformation /Vision 2031 Programme savings</p>	<p><b>15</b> <b>Medium</b></p>		<ul style="list-style-type: none"> <li>• Portfolio savings targets are reviewed and monitored bi-monthly.</li> <li>• Robust governance is in place, greater scrutiny</li> </ul>

	are not delivered in full.  (T&R / Corporate Resources)			<p>at theme level, with progress reported through CLT, the Place Shaping Board and the Integration Board.</p> <ul style="list-style-type: none"> <li>• The PMO support process monitors delivery plans to ensure projects are delivered to time.</li> <li>• The CLT continue to support understanding of and engagement in the programmes, to secure support for it and to continue to the original plan with minimal disruption. Working closely with Senior Responsible Officers to identify risks and dependencies to the projects at the earliest opportunity and identify appropriate and considered mitigations plans.</li> <li>• Exceptions to plan are escalated to the CLT/Vision Board at the earliest opportunity.</li> <li>• Currently, the Vision 2031 portfolio is forecast not to achieve its savings target with a forecasted shortfall of £1.031m. Project work continues to address this shortfall.</li> </ul>
13 (Prev. SR16)	Inability to meet Trafford residents' requests to have burials within the local area due to insufficient land.  (T&R / Corporate Resources)	<b>12</b> <b>Medium</b>  (Previously Risk score 8)	↓	<ul style="list-style-type: none"> <li>• Planning approval granted</li> <li>• Agreement in principle reached to purchase reduced usable additional land &amp; Estate Management (Amey) have instructed Legal &amp; National Trust (NT) solicitors to proceed.</li> <li>• Sale of land going to Oct 17 NT board.</li> <li>• Outline infrastructure and landscape design complete and costed.</li> <li>• Negotiations with Tenant Farmers on land can commence on purchase of land.</li> <li>• The new proposal will ensure the authority has sufficient burial space for 8-10 years.</li> </ul>
14	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.  (T&R / Corporate Resources)	<b>10</b> <b>Medium</b>	↔	<ul style="list-style-type: none"> <li>• The Emergency Planning Manager maintains a RAG rating for Business Impact Analysis (BIA) completion across all services which is reported to Directors quarterly. There are still gaps in completion. At its last meeting TPR agreed that an annual staggered programme for BIA review and refresh should be devised so that they are not all due at once and so it is easier for Directors to maintain an overview of performance across their services.</li> <li>• Contractual requirements on external providers have business continuity plans in place.</li> <li>• In respect of ICT, Trafford has produced an ICT Architecture Landscape which is being used to influence infrastructure sharing strategies with other LA's including adopting Cloud Services if there is a compelling business case to do so.</li> <li>• Trafford will continue to use its existing investment in High Availability solutions using the existing Sale Waterside location for Data and potentially other recovery services.</li> </ul>

			<ul style="list-style-type: none"> <li>• A Terms of Reference has been agreed with Salford ICT Internal Audit to review the Trafford Town Hall Data Centre. This review will focus on auditing the level of resilience within the Data Centre as well as the plans to expand the use of Sale Waterside as a recovery site. The Audit is scheduled to complete by Q4 2017/18.</li> <li>• A Data Centre strategy paper was presented to the TPR Group on 25<sup>th</sup> April 2017. This paper included reference to a recommended approach to Cloud computing.</li> <li>• Mobile Telephone Privileged Access Scheme (MTPAS) – Priority access to telecommunications has been reviewed to ensure capability during incidents.</li> <li>• Underuse of Resilience Direct, is a national web based portal endorsed by the Cabinet Office. Emergency Planning Manager to increase usage.</li> </ul> <p><i>Refer also to the comments regarding Risk 8.</i></p>
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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.