

TRAFFORD COUNCIL

Report to: Accounts and Audit Committee
Date: 31 October 2018
Report for: Information
Report of: Audit and Assurance Manager

Report Title

Strategic Risk Register 2018/19 (October 2018 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 September and October 2018 for each risk.

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 Through September and October 2018, the Audit & Assurance Service liaised with CLT and senior managers to agree the risks to be included in the strategic risk register and provide updates on risks under their remit, including progress in managing these risks. Section 3 of this report contains an update on the strategic risks identified. (The previous risk report update was completed in August 2018).
- 2.3 The risk chart on page 3 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.
- 2.4 In the August 2018 Strategic Risk Register update, it was recommended that the Strategic Risk 13 (Availability of Burial Land) was removed as it was considered a low risk with a risk score of 4. There are now, therefore, 14 strategic risks (The Investment Strategy Risk 15 has been renumbered to Strategic Risk 13).
- 2.5 For each risk listed in Section 3, this includes the relevant Executive Portfolio and Service Directorate, reflecting the changes in these over recent months.
- 2.6 The next Strategic Risk Register update is due to be undertaken in the final quarter of 2018/19 with an update report to be presented to the Accounts and Audit Committee.

Comparison of Risk Levels August and October 2018

IMPACT **Risk Levels – August 2018**

Very High(5)	2	11		
High (4)	1	1		
Medium (3)				
Low (2)				
Very Low (1)				
	Very Low (1)	Low (2)	Med. (3)	High (4)

LIKELIHOOD

IMPACT **Risk Levels – October 2018**

Very High(5)	2	11		
High (4)		1		
Medium (3)				
Low (2)				
Very Low (1)				
	Very Low (1)	Low (2)	Med. (3)	High (4)

LIKELIHOOD

High Risk
Medium Risk
Low Risk

3. Strategic Risks (October 2018)

Red	Amber	Green
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<i>Risk</i>	<i>Strategic Risk Title / (Directorate / Portfolio)</i>	<i>Risk Score / Level / Direction of Travel</i>	<i>Management of Risk - Direction of Travel **</i> <i>(Refer to the key at the end of the report for a detailed explanation)</i>	<i>Comments</i>
1	<p>Integration between Trafford Council and Trafford CCG failing to meet its objectives.</p> <p>(Authority-wide - Chief Executive / Leader).</p>	<p>15 Medium</p> <p>(No change).</p>		<p>At the point of integration, 3 April 2018, the Chief Executive of Trafford Council became the Accountable Officer and a joint Corporate Leadership Team (CLT) was put in place.</p> <p>Since the departure of the Chief Executive, in July 2018, the Council and the CCG have confirmed their commitment to an integrated organisation. The exact organisational form is however under review to ensure it is fit for purpose moving forward.</p> <p>A key aspect of the integration is an integrated commissioning team. This fundamental organisational and service redesign is underway and provides both major opportunities and risks to both organisations.</p> <p>This integration requires a clear vision, strong leadership and clear accountability from the top, supported by both community and staff engagement.</p> <p>Detailed work commenced last year and is continuing through a number of Transformation, Finance and HR working groups.</p> <p>The CCG is in formal financial recovery with a plan that has been agreed by GM Health and social Care Partnership and the CCG Governing Body.</p> <p>It is acknowledged that there are significant risks, including financial, reputational, technological and cultural attached to the integration.</p> <p>The opportunities which are likely to be derived include:</p> <ul style="list-style-type: none"> • More effective commissioning;

				<ul style="list-style-type: none"> • Integrated service offering to the residents of Trafford; • Financial cost savings, and • Improved service offering to residents. <p>Action plans are in operation for each of the nine Domains.</p>
2	<p>The Council does not fulfil its statutory duties and all accompanying policy requirements in terms of identifying and safeguarding vulnerable children.</p> <p>(Children's Services / Children's Services).</p>	<p>15 Medium (No change).</p>		<p>There is a Sustainability Process in place to change delivery models within Children's Social Care. Child Protection numbers have now stabilised to a more manageable level. Children in Care numbers continue to be high but have now levelled. We have had some churn in our system and delays in recruitment. This, along with 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>Our temporary Multi-Agency Review and Improvement Team as part of our Sustainability programme is helping the service review existing practice and drive improvements to our approaches to improve outcomes and significantly contributed towards our positive Ofsted outcome.</p> <p>A new set of Inspection Frameworks now apply to Children's Services. We will now be subject to three different unannounced inspection processes over the next three years. The focussed 'visit' from Ofsted in July 2018 was positive and praised strong leadership at council level and strong multi agency working.</p> <p>There are also changes for both the Children's and Adults Safeguarding Boards with a Joint Board Chair for both children and adults. The Safeguarding Board staff team have been through a formal Consultation to make them into one team and gaps are now being recruited to.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Monthly meetings of the Director of Children's Services Safeguarding Group. • Biannual safeguarding children assurance meetings with the Chief Executive, Leader and Executive Member. • Rigorous Performance Management and Quality Assurance through robust leadership processes.

3	<p>Demand for school places underestimated and/ or additional school places are not delivered to satisfy increased demand.</p> <p>(Children's Services / Children's Services).</p>	<p>15 Medium</p> <p>(No change).</p>		<ul style="list-style-type: none"> • In the 2018 admission round all Trafford children have been allocated places within the current provision. 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. • All basic need funding has been allocated up to March 2018. • There was no basic need funding from the Department for Education (DfE) for 2018/19, the first year the LA had received a £0 allocation. Indicative basic need funding for 2019/2020 is £18m. There is no basic need funding for 2020/21. • Public consultation for how Special Educational Needs and Disability (SEND) Provision Capital Funding allocation of £1.27m for 2018-2021 can be spent to create new places or improve facilities in existing provision has been completed focusing on 6 schemes.
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>(Finance & Systems / Finance).</p>	<p>15 Medium</p> <p>(No change).</p>		<ul style="list-style-type: none"> • The 2018/19 budget was agreed on 21st February 2018, the Council agreed the 2018/19 budget of £164.25m. • The funding gap addressed for 2018/19 was £22.9 caused by overall cost pressures of £13.3m and funding reductions of £9.6m have contributed to the gap and these include additional client demand pressures in social care services. • The budget gap in 2018/19 was met by a combination of new funding and income of £17m, including:- <ul style="list-style-type: none"> ○ A 4.99% increase in the council tax (2.99% general increase and 2% for adult social care) and increase in tax base £6m; ○ Additional business rate revenues (mainly from the 100% GM pilot) £5.4m; ○ Net income from investment properties £1.2m; ○ Additional MAG dividends and shareholder loan returns £1.6m; ○ Use of Budget Support Reserve £1.6m; ○ Other £1.2m, and; ○ continuation of savings programmes of £6m. • The 2018/19 budget monitoring position as at period 4 indicates a projected overspend of £1.96m, albeit a cautious position is being taken at this stage as a number of contingency budget remain which should help mitigate this as the year progresses. Despite this, provision

				<p>has been included in budget plans for 2019/20 to reflect this position.</p> <ul style="list-style-type: none"> • Work is ongoing to develop balanced budget proposals for 2019/20 and these will be presented to the Executive on 15 October 2018. • The next few years is likely to give rise to significant turbulence due to national changes in the way resources are distributed to local government from 2020/21 as well as significant changes to the business rate retention system which will move to a 75% retention scheme from 2020/21. The volatility this could cause is steering the Council's reserves strategy to provide cushion in the event that the council's baseline funding or previously retained growth in business rates income is reduced.
5	<p>Loss / absence and retention of senior managers to the organisation.</p> <p>(People / Equalities and Partnerships).</p>	<p>15 Medium (No change).</p>		<ul style="list-style-type: none"> • A review of the senior leadership structure is underway to ensure there is sufficient leadership capacity in the organisation. • Strengthening of the senior leadership team - introduction of new roles and new appointments will be made to Corporate and Directorate level roles. • A number of interim internal 'act-up' arrangements are in place, again aiding succession planning, pending permanent appointments while we transition to new delivery models. • Leadership development & coaching for all managers/senior managers across the organisation to support them in leading and engaging their staff through transformational change and Vision 2031. • 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 also have access to a coach. • Leadership behaviours are being developed in line with #Leading GM expectations and Trafford's Vision 2031. • Pro-active attendance management strategy developed and will be rolled out across Trafford with refreshment training for managers. • A Health & Well-being strategy is in place with actions to maintain and improve employee

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 3rd 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>(Governance & Community Strategy / Constitutional Reform and Resident Engagement).</p>	<p>15 Medium (No change).</p>		<p>morale and well-being.</p> <ul style="list-style-type: none"> • 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. • Employees, Partners, Contractors and members have the right to expect data held about them to be treated in a secure manner. • Trafford Council have a responsibility to protect their data and information. • 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. It also investigates data security breaches and reports these monthly to the ISGB and quarterly to CLT, providing services concerned with recommendations to improve their working practices. The IG team structure has been reviewed because of increased workload with more resources due to be allocated to the team. A new IG Manager is due to start in December 2018. • The Council has an Information Security Governance Board (ISGB), which is comprised of officers from key service areas across the council who “champion” good information governance practice 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. • 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. • Progress has been made and continues with implementing the various changes as a result of the General Data Protection Regulations (GDPR) and Data Protection Act 2018. • Council integration with Trafford CCG will enable a “pooling” of IG resources from both organisations to bring a holistic approach to
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				<p>address the challenges and changes the new data protection laws bring.</p> <ul style="list-style-type: none"> The Council has appointed a Data Protection Officer, a mandatory requirement under GDPR.
7	<p>University Academy 92: failure to implement programme and achieve possible benefits this may bring in terms of regeneration around Stretford and Old Trafford.</p> <p>(Authority wide - Place) / (Investment, Regeneration and Strategic Planning).</p>	<p>15 Medium</p> <p>(No change).</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 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 and Stretford leisure centre. 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>The Executive have approved the Council entering into an options agreement for Westpoint for the provision of student accommodation for year one (and up to three years) and the Council will work to enable the development/provision of new student accommodation.</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>(Finance & Systems / Constitutional</p>	<p>15 Medium</p> <p>(No change).</p>		<p>The volume and sophistication of cyber-attacks continues to increase as it is a low risk and lucrative form of crime, and there is considerable 'state actors' and 'bedroom hackers' activity. Trafford Council has a number of technical solutions and processes in place to protect IT systems and data from cyber-attack. There remains a significant risk that the Council's defences could be breached even with effective tools and approaches in place, so it is equally important to ensure the processes for dealing with an attack are effective.</p> <p>A review of the Council's cyber security technical</p>

	Reform and Resident Engagement).			<p>solutions and processes will be undertaken during the development of the Council's Digital Strategy. The review will assess whether the existing defences remain proportionate as services and public interaction becomes more digital. The outcome and recommendations of the review are expected in January 2019.</p> <p>Some of the existing controls include:</p> <ul style="list-style-type: none"> • All information sources and systems within the Council should have an identified information asset owner following the implementation of the General Data Protection Regulations (GDPR) in May 18. • Trafford is actively collaborating and sharing information about potential cyber threats through the iNetwork North West Warning, Advice and Reporting Point community and nationally with the NHS CareCert service. • The Network People (TNP) have been procured to provide Trafford Council with specialist security advice to help develop, manage and monitor Trafford's security defences and incident response. • Public Services Network (PSN) compliance is maintained which includes annual vulnerability penetration testing of both the internal and external networks.
9	<p>Failure of the Adult Safeguarding Service.</p> <p>(Adult Services / Adult Social Care).</p>	<p>12 Medium</p> <p>(No change).</p>		<ul style="list-style-type: none"> • The Director of Safeguarding and Professional Development has been recruited to on an interim basis (whilst CR acts up to Director for Children's Services) is in role and the standard of safeguarding for adults and children continues to be managed centrally through this role. • Serious Case Review Panel (Adults) reviewed and in place, has completed several Learning Reviews, a Safeguarding Adults Review (SAR) has been published, more SAR's have now been commissioned and Independent Authors procured. Learning from these processes will be rolled out to staff. Learning review sessions are being delivered to staff across ASC. • The process of handling provider notifications is being revised end of October. The notifications will be sent to the Commissioning team giving grater oversight of issues across the care market. • As part of the adult improvement programme all referrals into Screening are immediately risk assessed and Safeguarding referrals are

				<p>prioritised. Jointly with children’s services and GMP.</p> <ul style="list-style-type: none"> • There is a discrete Adult Protection Line for members of the public to directly contact social care to raise safeguarding concerns. • There are advanced plans for Greater Manchester Police (GMP) officers to co-locate with the Screening Team to enhance our response to safeguarding referrals. Daily meetings between the Screening team and the Police are in place. • Mental Capacity Act (MCA) and Deprivation of Liberty Safeguards (DoLS) e-learning available for all staff and use is monitored. • Increased demand presenting at the front door is being managed with additional staff capacity and daily risk management reviews. • Member training is in development regarding safeguarding –expected to be delivered early November. • All deprivation of liberty safeguarding assessments are now allocated immediately due to changes in process and improved staffing arrangements. • Peer review completed with Rochdale safeguarding board .Action plan in place to address agreed areas for improvement. • Additional resources agreed to complete the applications to the court of protection for community deprivation arrangements. Due to start towards Christmas 2018.
10	<p>Breach of health and safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations.</p> <p>(People / Equalities and Partnerships).</p>	<p>10 Medium (No change).</p>		<ul style="list-style-type: none"> • Current Health & Safety Policy and comprehensive arrangements in place. Subject to periodic review as required and available to the workforce via the intranet. • Health and Safety Audit programme in place across all Directorates and schools. This programme includes proactive monitoring of compliance with health & safety law and internal H&S management arrangements. • 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). • Health & 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. • HSU support in responding to occupational health and workforce referrals to ensure the

				<p>health, safety and welfare of staff.</p> <ul style="list-style-type: none"> • Staff consultation processes in place to report and liaise on Health and Safety performance issues. • Competent HSU advisory service with advisors subject to continuing professional development requirements. • Employee Health and Wellbeing Strategy in place which incorporates ill health reduction and mental wellbeing support. • Training calendar in place and online training available to support managers and schools in ensuring staff are competent to undertake tasks/role. • Arrangements in place for the health and safety assessment of providers/contractors prior to approval and for subsequent monitoring of performance. • HSU engagement in Health, Safety and Welfare issues relating to the Council's Corporate and Let Estate through Corporate Landlord
11	<p>Joint Venture partner fails to deliver services to the required standard or fails to deliver required efficiency savings.</p> <p>(Place / Environment, Air Quality and Climate Change).</p>	<p>15 Medium (No change).</p>		<ul style="list-style-type: none"> • Third year of contract completed. Increasing number of service issues identified and public perception negative. Additional staffing has been brought into the client team to enhance contract management. • New measures put in place by Amey with additional resources. Independent validation of Key Performance Indicators (KPI) and Job records by Trafford Council on-going. This has been done across the contract but with a particular focus on domestic waste, greenspace and highways maintenance services. • KPIs monitored on a monthly basis, and control and auditing mechanisms reviewed. • Capital programme delivery is currently on target for highways. • Out turn KPIs for 2017/18 not agreed as yet and negotiations underway on the level of deductions. • New client team structure agreed and recruitment underway. Current vacancy for OTP Director being recruited into both interim and permanent.
12	<p>The Programme Savings are not delivered in full.</p> <p>(Finance and Systems / Leader).</p>	<p>15 Medium (No change).</p>		<ul style="list-style-type: none"> • Robust governance is in place, with greater scrutiny at theme level, and progress reported through to Corporate Leadership Team (CLT) • A review of programme management is underway that will pick up the interdependencies between the Council and the CCG as well as Place Shaping.

				<ul style="list-style-type: none"> 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. CLT and Senior Responsible Officers work closely to identify risks and dependencies to the projects and programme outcomes at the earliest opportunity and identify appropriate mitigations plans. Exceptions to plan are escalated to CLT. 																																																								
13	<p>Investment Strategy (Finance & Systems / Investment, Regeneration and Strategic Planning).</p> <p>(Previously Strategic Risk 15)</p>	<p>15 Medium</p> <p>(No change).</p>		<ul style="list-style-type: none"> Since the Executive approved the Investment Strategy in July 2017 and the Investment Fund of £300m, a number of key acquisitions have been completed of revenue generating commercial properties. The returns from this approach have been sufficient to repay borrowing costs and provide a net return to support the revenue budget. In addition the Council will provide development debt where it will be senior lender on some major regeneration projects in the local areas generating a net interest return. 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 and an allowance for debt repayment (in accordance with national regulations). All investments are scrutinised by an Investment Management Board which includes cross-party representation. To date nearly £180m has been committed on a range of debt finance arrangements and commercial property purchases, yielding an average net return of 2%:- <table border="1" data-bbox="927 1444 1516 1829"> <thead> <tr> <th>Table 8 : Capital Investment Strategy</th> <th>2017/18 £m</th> <th>2018/19 £m</th> <th>Total £m</th> </tr> </thead> <tbody> <tr> <td>Total Investment Fund</td> <td></td> <td></td> <td>300.00</td> </tr> <tr> <td>Activity to date :</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Projected Cost</td> <td></td> <td></td> <td></td> </tr> <tr> <td>K Site, Talbot Rd, Stretford</td> <td>1.24</td> <td>25.17</td> <td>26.41</td> </tr> <tr> <td>Sonova House, Warrington</td> <td>12.17</td> <td></td> <td>12.17</td> </tr> <tr> <td>DSG, Preston</td> <td>17.39</td> <td></td> <td>17.39</td> </tr> <tr> <td>Grafton Centre incl. Travelodge Hotel, Altrincham</td> <td>10.84</td> <td></td> <td>10.84</td> </tr> <tr> <td>No. 1, Old Trafford : Debt financing for residential development</td> <td>3.13</td> <td>37.77</td> <td>40.90</td> </tr> <tr> <td>Brown Street, Hale</td> <td></td> <td>6.21</td> <td>6.21</td> </tr> <tr> <td>Trafford Magistrates Court, Sale</td> <td></td> <td>4.30</td> <td>4.30</td> </tr> <tr> <td>The Crescent, Salford : Debt financing for residential development</td> <td></td> <td>60.80</td> <td>60.80</td> </tr> <tr> <td>Total investments</td> <td>44.77</td> <td>134.25</td> <td>179.02</td> </tr> <tr> <td>Balance available</td> <td></td> <td></td> <td>120.98</td> </tr> </tbody> </table> <ul style="list-style-type: none"> When evaluating potential opportunities 	Table 8 : Capital Investment Strategy	2017/18 £m	2018/19 £m	Total £m	Total Investment Fund			300.00	Activity to date :				Projected Cost				K Site, Talbot Rd, Stretford	1.24	25.17	26.41	Sonova House, Warrington	12.17		12.17	DSG, Preston	17.39		17.39	Grafton Centre incl. Travelodge Hotel, Altrincham	10.84		10.84	No. 1, Old Trafford : Debt financing for residential development	3.13	37.77	40.90	Brown Street, Hale		6.21	6.21	Trafford Magistrates Court, Sale		4.30	4.30	The Crescent, Salford : Debt financing for residential development		60.80	60.80	Total investments	44.77	134.25	179.02	Balance available			120.98
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				<p>extensive legal and property due diligence is undertaken which places a significant emphasis on security and liquidity and includes for example an assessment of the financial strength of the tenants and market sector, length of unexpired lease, location, asset condition and residual land value.</p> <ul style="list-style-type: none"> • Each year there will be performance monitoring of each investment to ensure it is still consistent with the investment strategy. In addition an annual valuation will be undertaken to assess the current capital value of the asset and this will be used to determine whether the right level of debt repayment is being made. It is inevitable there will be changes in valuation year on year but the risks of downward movements in value are being mitigated through a diversified portfolio of assets. • The approach to these strategic investments is currently being reviewed and an updated Investment Strategy will be presented to Executive shortly.
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>(Authority-wide / Constitutional Reform and Resident Engagement).</p>	<p>10 Medium (No change).</p>		<ul style="list-style-type: none"> • 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. • Contractual requirements on external providers have business continuity plans in place. • Trafford are considering options for improved IT disaster recovery as the current site at Sale Waterside is inadequate. Identification of a preferred option is expected by the end of October and implementation is planned for April 2019. • The Council's Digital Strategy is in development and will consider wider adoption of cloud hosting, which should provide greater resilience and disaster recovery capabilities. • Mobile Telephone Privileged Access Scheme (MTPAS) – Priority access to telecommunications has been reviewed to ensure capability during incidents. Numbers and update processes are now fully functional and up to date. • Underuse of Resilience Direct, is a national web based portal endorsed by the Cabinet

			<p>Office. Emergency Planning Manager to increase usage. All Greater Manchester and Control of Major accidents Hazards (COMAH) plans are now accessed through the portal. All Forward incident Officers (FIO) and Duty Directors are registered.</p> <ul style="list-style-type: none"> • The integration between Trafford Council and Trafford CCG and the required fundamental organisation and service redesign pose additional risks around Emergency Planning and Business Continuity. Full oversight of CCG rota has now fully transitioned. Business Continuity still remains with the CCG. This work sits with the CCG Transitions Programme. <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.

Key:	
	= Improvement in management of the risk.
	= No change in management of the risk.
	= Deterioration in management of the risk.