TRAFFORD COUNCIL

Report to: **Accounts and Audit Committee**
Date: **14th March 2023**
Report for: **Discussion**
Report of: **Audit and Assurance Manager**

Report Title

> **Strategic Risk Register 2022/23 (March 2023 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 notes the report.**

Contact person for access to background papers and further information:

Mark Foster – Audit & Assurance Manager. Email: mark.foster@trafford.gov.uk
Peter Morris – Senior Audit & Assurance Officer. Email: peter.morris@trafford.gov.uk
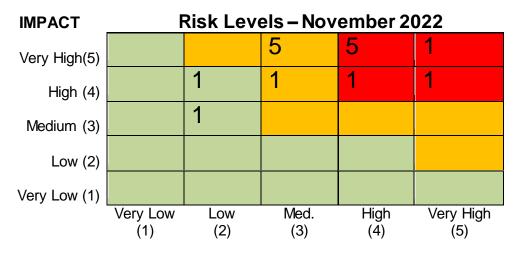
Background Papers:
None

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 February/early March 2023 for each risk unless otherwise stated.

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

2.1   CLT agree the risks to be included in the strategic risk register and provide updates on risks under their remit.

2.2   The format of the report has changed since the previous update in November 2022, with risk owners providing responses in the revised format, as set out in Section 3.

2.3   Since the last update, Risk 7 'Impact of Statutory Changes' (20 High) has been replaced with a risk entitled 'Impact of Statutory Inspections' (15 Medium) to reflect recent changes. This is primarily because of the major statutory reforms around adult social care charging which were expected to be effective from October 2023, have now been postponed for at least two years as announced in the Autumn Statement last November. Details of the new risk are set out in Section 3, Risk 7.

2.4   There has been a decrease in the score for two of the risks since the previous strategic risk update report in November 2022:
        - Risk 1 (Medium Term Financial Strategy) which shows a decrease from a risk score of 25 (High) to 20 (High).
        - Risk 8 (Joint Ventures) which shows a decrease from a risk score of 20 (High) to 15 (Medium) reflecting progress made to date.

2.5   The risk charts in section 2.8 show an analysis of the current strategic risks. The charts analyse the levels of risk exposure in terms of impact and likelihood. The number of strategic risks for each risk level is shown. There are 16 strategic risks which are set out in Section 3.

2.6   A number of the areas of risk reported are reflected in the Internal Audit Plan for the current year and 2023/24.

2.7   As part of the Accounts and Audit Committee work programme, in addition to strategic risk register updates through the year, further updates on specific risks within the strategic risk register will be considered as part of planning future agenda items for the Accounts and Audit Committee work programme.

2.8 Comparison of Risk Levels November 2022 and March 2023

Risk Levels – November 2022

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

LIKELIHOOD

Risk Levels – March 2023

IMPACT	Very Low (1)	Low (2)	Med. (3)	High (4)	Very High (5)
Very High(5)			7	4	
High (4)		1	1	1	1
Medium (3)		1			
Low (2)					
Very Low (1)					

LIKELIHOOD

High Risk
Medium Risk
Low Risk

3. Strategic Risks (March 2023)

Red (High Risk)	Amber (Medium Risk)	Green (Low Risk)

Risk Number 1	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
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 (compounded by the current high levels of inflation) and major changes that are planned concerning the reform of local government funding (Fair Funding) and the review of the business rate retention system with a planned full reset in 2025/26 and uncertainty of the continuation of the 100% GM retention scheme beyond 2023/24. **(Finance & Systems / Finance and Governance).**	4	5	20 High	⬇ **Risk Reduced**

Corporate Priorities	All
Existing Controls and Risk Mitigation	Regular budget bi-monthly monitoring to the Executive, covering all aspects of the Council's budget, including revenue, capital programme and investment strategy, prudential indicators, reserves, collection fund and school budgets. A Finance and Change Programme established (2022) to enhance our structured response to the significant budget issues and to provide strategic direction and proactive governance around the management of our Finance and Change programme. Recurrent pressures identified from in-year budget monitoring are fed into the Medium Term Financial Strategy (MTFS) and as such are reflected with the 2023/24 budget and later years Implementation and compliance of CIPFA Financial Management Code The period of the MTFS was originally extended from three to five years to accommodate the longer term uncertainty and delays in the Fairer Funding review and business rates reset and impact of COVID-19. Whilst the five-year timeframe remains relevant for the strategic planning purposes, attention on the medium term must remain our priority and as such the draft budget report remains focused on the three year period 2023 to 2026.

Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	In respect of 2022/23 monitoring there was a projected overspend of £4.97m at period 8. Management protocols around the management of vacancies need to be continued and subject to Council approval to a change in the MRP policy some material treasury management adjustments can be made to address a large element of the current deficit. Balanced budget proposals for 2023/24 presented to Council in February. Remaining budget gap of £6.95m and £10.13m in 2024/25 and 2025/26 respectively. In respect of the school budgets and the Dedicated Schools grants, whilst these are kept separate from the Council's budget, they are showing a growing deficit position such that by 2025/26 this could be as high as £8.3m, fuelled largely by the increasing pressures on the High Needs budget.
Further Actions Required / Planned	All necessary management action needs to be taken to contain expenditure in 2022/23 within the approved budget. Whilst some element of earmarked was created to offset the impact of these pressures the strategy is to minimise the use of reserves in 2022/23 to maintain a cushion of reserves to support the financial planning for 2023/24 onwards. The outlook beyond 2023/24 is still extremely challenging and the Finance and Change Board will need to develop plans to closely monitor the savings programme delivery for 2023/24 and also develop a programmed approach to the identification of a robust savings programme to address the remaining budget gap for 2024/25 and 2025/26. Officers need to continue to work with the DfE to identify solutions to control the rising DSG deficit.

Risk Number 2	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Climate Change Emergency **(Place / Sustainability and Climate Change)**	5	4	**20** **High**	◆➡ No Change
Corporate Priorities	Addressing our Climate Emergency			
Existing Controls and Risk Mitigation	Climate Change can be addressed firstly through adaption - actions that designed to promote greater resilience to more extreme weather events. Secondly it can be addressed through mitigation – actions that are intended to slow or avoid the more severe climatic impacts. These are primarily focussed on reductions in local Carbon Emissions. It should be noted that The UK accounts for around 2% of global emissions and Trafford will be a small fraction of that. Alone Borough actions cannot possibly hope to affect Climate change – however our effectiveness will come via influencing and leadership to affect wider change.			

Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	Work has been ongoing on two studies for the greening of Trafford Park. First phase of feasibility on the Civic Quarter Heat Network has been completed. Further work ongoing on the development of EV infrastructure. Programme of active travel schemes also underway.
Further Actions Required / Planned	Planned actions include: Develop and begin delivery of a One Trafford Partnership Decarbonisation Plan Deliver Public Sector Decarbonisation Scheme on Altrincham Leisure Centre Prepare a pipeline of projects to decarbonisation the corporate estate Net Zero Trafford Park: Develop a delivery plan based on the Greening & Low Carbon Trafford Park studies

Risk Number 3	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Trafford Council must ensure that it and 3rd parties acting on their behalf are handling personal/ sensitive and commercial data securely both in technology and physical terms and in accordance with legislation and Trafford Council's policies and procedures. The following areas of risk have been identified: • Compliance risks • SAR delays • FOI compliance • Data breaches • Mandatory Training (Legal and Governance) / Finance and Governance)	4	5	20 High	◄► No Change
Corporate Priorities	All			

Existing Controls and Risk Mitigation	Reviews of data incidents: to identify problem areas; and to implement controls to mitigate against reoccurrence. Mandatory Data Protection and Information Security training modules are in place. 'Basic' data protection training is in place for staff who do not process personal data in the course of their roles. DSP Toolkit submission for 2023. This annual activity forms part of the IG annual work plan. The Council has a Senior Information Risk Owner (SIRO) and Data protection Officer (DPO) to provide independence on the effectiveness of the Council's data protection controls. A revised security incident management policy to account for the legislative changes has been produced and available to staff on the IG intranet.
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	The following Policies have been reviewed: • Network security Policy • Pseudonymisation and Anonymisation Policy • Special Category Data Policy • Data Protection Policy • DPIA Guidance Document • Information Risk Management Policy Resources and structure of the team has been reviewed with a view to improving resilience and support for the service. Project team established to undertake a full service review.
Further Actions Required / Planned	Updated Policies to be published/made available. Quarterly reporting on Data matters to CLT to be restarted. The IAB to be reviewed in respect of role and remit and to be re-established. Recruitment to secure and embed key resources within the team. As part of the service review, the project team to develop and implement a full programme plan addressing each identified area of risk and measures to control/mitigate those risks.

Risk Number 4	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Demand for school places under-estimated and/ or additional school places are not delivered to satisfy increased demand. (Children's Services / Children's Services).	4	5	20 High	⬅➡ No Change
Corporate Priorities	Reducing health inequalities / Supporting people out of poverty			
Existing Controls and Risk Mitigation	• Thorough review based on GP population data undertaken each year taking into account migration, recent and planned housing developments. • The Education and Early Years Capital Report, giving the analysis of and projecting the increased demand for school places is now being implemented and is updated annually. • Briefings to Leader, Portfolio Holder and Corporate Director			
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	**Primary Places:** In the normal admissions round for entry into reception and in September 2022 there were sufficient places for our residents with surplus places in all areas. The admission round for September 2023 is still being finalised but there are sufficient places in all areas. However the surge of in-year applications continues to have an impact on primary places and has created pressure in the secondary sector as children move up. • In Years 2, 4 and 6 every school in Sale East is full and additional children have been admitted above the published admission number. • In Years 3, 5 and 6 every school in Sale West is full and additional children have been admitted above the published admission number. • In Year 6 every school in Altrincham is full and additional children have been admitted above the published admission number. • This means that there are insufficient places in these year groups in Sale and Altrincham. • Places above the admission number will continue to be allocated through the appeals process and fair access protocol in line with Trafford's determined admission arrangements. • After implementation of a range of measures to increase capacity, Altrincham now has vacancies in every other year group. **Secondary Places**			

	In the normal admissions round for entry into Y7 in September 2023 there was just enough capacity to offer a place to everyone who applied. However, 191 Trafford children, predominantly resident in Altrincham and Sale, could not be allocated places at any of their preferred schools and were allocated places at the nearest school with a vacancy. 110 of these places were in other areas of Trafford. At the end of the allocation every secondary school in Trafford was full and many schools allocated places above their published capacity.
Further Actions Required / Planned	**Actions**

School Places & Capital Board and Place Shaping Board have oversight of school place planning and school expansion projects. Key activity to mitigate risk:

- Capital scheme underway at Altrincham College to create an additional 60 places per year group from September 2024.
- School rebuild monies secured for Sale High School and Stretford Grammar School.
- Capital scheme at Firs Primary School to create 30 additional places per year group from February 2023 in Sale West.
- Proposals underway to permanently expand Templemoor Infant School and Moorlands Junior School in Sale East to create 30 additional places per year group from September 2023. 30 places in Y5 brought online in temporary accommodation from September 2022.
- Proposal underway to permanently expand Willows Primary School in Altrincham by 15 places per year group from September 2023. 15 additional places have been created as an emergency measure in Years 5 and 6 ahead of the permanent expansion.
- 30 additional places in Y4 and 30 in Y5 brought online November 2022 and 30 places in Y2 scheduled for January 2023 at Broadheath Primary School in Altrincham.
- Additional 30 temporary places in Y5/Y6 in bulge class at Broomwood Primary School in Altrincham.
- Additional 30 temporary places in Y5/Y6 in bulge class at Woodheys Primary School in Sale West through conversion of specialist space. Option to extend this arrangement for further 2 years from September 2023.
- Continue to update and review the most recent GP registration data, taking into account recent and planned housing development and pupil flows to the independent sectors and non-Trafford schools.
- Annually review catchment areas for primary schools to ensure that the available places are targeted most effectively.
- Implement EYES Schools Admission module for enhanced monitoring and reporting on in-year applications and impact of inbound migration.
- Regular meetings with DfE Place Planning Teams to monitor sufficiency and impact of inbound migration.
- Exploration of provision of new secondary school in Sale/Altrincham area.
- Fragmentation of governance arrangements makes it increasingly difficult to affect the allocation/availability of places in the secondary sector. Trafford is the Admissions Authority for only one of its 19 secondary schools and, therefore, has limited direct powers in relation to place planning and admissions policies.
- Tailored application advice for Altrincham and Sale parents in the transfer cohort for September 2023 to help secure Y7 places for Trafford residents and robust communication strategy developed.

Risk Number 5	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Leisure Services **(Place/ Authority wide)**	4	5	**20 High**	◄► **No Change**

Corporate Priorities	Reducing Health Inequalities / Addressing our climate crisis
Existing Controls and Risk Mitigation	In February 2022 Executive approved £52.1m into the capital programme to cover the costs of the proposed refurbishment of Altrincham, Sale and Stretford Leisure Centres. Subsequent Executive budget monitoring reports have increased this budget to £56.2m to include for assumed grant funding of £1.3m from Sport England and £2.8m funding relating to the Public Sector Decarbonisation Scheme (PSDS), both relating to Altrincham Leisure Centre. The refurbishment capital budget for Altrincham, excluding grant funded PSDS, is £20m . This is subject to confirmation from the completion of RIBA stage 4 in March. The revenue budget approved by Council in February 2022 included support to Trafford Leisure (CIC) of £1.1m per annum, for a full range of leisure provision for 2022/23 and over the medium term. This includes an ongoing annual revenue budget of £700k supported by use of reserves accumulated from prior years. This also includes the identification and funding of revenue costs to support business disruption during the leisure centre refurbishment programme To mitigate the risk, the Council is working to reduce the ongoing subsidisation of Trafford Leisure through a revised Operating Agreement between Trafford Leisure and the council. The revised operating agreement will ensure the necessary governance and reporting mechanisms are in place including, legal and financial agreements, property leases and service standards. Service outcomes will be aligned to the wider strategic objectives of the Council.
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	Sport England have confirmed £1.3m of grant funds to support the refurbishment of Altrincham Leisure Centre. The Department for Levelling Up has confirmed £18.3m of grant funding to support the refurbishment of Partington Sports Village. The government are currently being lobbied nationally to extend support to Leisure Centres due to rising fuel prices and impact on swimming provision

| | A successful planning application was received for the proposal to place an additional 3G football pitch on Partington Sports Village. The 3G pitch will support the health and wellbeing outcomes for the locality and provide an additional revenue for Trafford Leisure.

In February 23 the Council executive approved Stretford Leisure Centre to follow Altrincham leisure centre in the phasing of the leisure investment programme, and that it progresses to the next stage of pre-construction (public consultation and RIBA stage 3).

Work to progress the revised Operating Agreement between Trafford Leisure and the council is ongoing. |
|---|---|
| **Further Actions Required / Planned** | The council is working with the Leisure Operator to agree a position on the deficit budget being presented for 23/24, this includes an agreement on Pay Award to support the ambition of Real Living Wage employer.

A key risk across the investment period has been the financial impact on Trafford Leisure and the ability to maintain business continuity of service provision during the works through a robust displacement programme. With phasing on the Leisure Investment programme now confirmed and using the 23/24 agreed budget position, an independent Leisure Consultant (Max Associates) will be conducting a 5 year business plan across the leisure estate. This will help provide assumptions on the subsidy required over this period.

In March 23 we will receive the outcomes and further clarification on construction costs for Altrincham Leisure.

In March 23 we will receive a decision on pending PSDS application. The application includes carbon reduction measures across the leisure estate and will help offset the capital costs of the refurbishments. |

Risk Number 6	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Economic Uncertainty (Place / Authority-wide)	4	4	**16** **High**	◄► No Change
Corporate Priorities	All			

Existing Controls and Risk Mitigation	The Council has recently developed three new Corporate Priorities and as such there has been a requirement to amend the Inclusive Economy and Recovery Plan to reflect the new Corporate Priorities. The new Plan (considered by the Executive on the 20 February 2023) maintains the Council's commitment to support businesses to grow and for communities to develop and become resilient. The new Plan has a strong focus on addressing the causes and effects of poverty on residents and seeks to strengthen support for the VCFSE Sector in their support for the most vulnerable residents. As part of supporting businesses within the borough, a bid has been made under the UK Shared Prosperity Fund Communities and Place Intervention Theme which seeks finance to update the Council's Invest in Trafford website. If the Council is successful with its bid, a key focus of the new website will be to provide guidance and information to businesses on adapting to new ways of working through Brexit transition with a particular focus on attracting inward investment and exports. As part of the preparedness funding received from Government to help mitigate the effects of Brexit, a series of activities have been identified to spend remaining Brexit finances which will help ensure that businesses and communities in Trafford benefit from any new opportunities that are presented.
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	The Council was notified in late December that it had indicatively been awarded in the region of £1.77 million to deliver against projects contained within the Communities and Place Investment Priority from the UK Shared Prosperity Fund, this will enable a range of projects to be delivered within Trafford that support both businesses and communities during the cost of living crisis.

In addition, a new Inclusive Economy Delivery Plan has been developed to support businesses, residents and Trafford's communities which has a strong focus on addressing poverty, climate change and supporting business needs within the borough.

The new Inclusive Economy Delivery Plan replaces the previous Inclusive Economy Recovery Plan which saw 97% of actions either completed or on target. |
| **Further Actions Required / Planned** | Delivering against the actions contained within the new Inclusive Economy Delivery Plan will be a key focus over the next two years and the successful delivery against the Plan's actions will be key in mitigating the risks around economic uncertainty.

The Plan is a 'live' document and may be amended over time as circumstances changes and new issues arise. |

Risk Number 7		Likelihood (L)	Impact (I)	**Risk Score (L x I)** **High** **Medium** **Low**	**Change in Risk Score**
Impact of Statutory Inspections (Authority-wide) **Ofsted have conducted Inspections of Local Authority Children Services since 2018 using an agreed framework which is now well established. Local Authority Adult Social Care Departments will be subject**		3	5	**15** **Medium**	**See 2.3**

to an inspection regime from the Care Quality Commission (CQC) commencing from April 2023, with the first inspections taking place from October 2023 using a newly developed framework. It is also proposed that Integrated Care Systems will be subject to CQC inspection under the 2022 Health and Care Act with each Integrated Care Board (ICB) being reviewed to consider how health and social care work together. This is not yet in place but may come on stream during the back end of 2023/4.

Though all three of the inspections are proposed to be carried out independently of each other, there is natural overlap between. Should the outcome of a statutory inspection deem a service to be rated inadequate, then it can have significant reputational risk for the Council (and health partners). It will also have significant financial impact on the Councils Medium Term Financial Plan if additional resources are required to rectify areas identified as requiring immediate improvement by the inspection regime.

Ultimately, if the failure is deemed to be catastrophic, then the Government has powers to mandate appointed Commissioners are sent into the Council to directly oversee the functions identified as being inadequate.

Corporate Priorities	All
Existing Controls and Risk Mitigation	• Significant experience of the Ofsted inspection framework in Children and Young People Services. Systems and processes in place to self-assess against the framework. • Governance in place to ensure activity takes place to demonstrate compliance and continuous improvement in all areas of Children's services. • Adult Social Care have carried out a self-assessment against the proposed CQC framework. A Quality Lead has been appointed to oversee the CQC inspection readiness activity linked to existing continuous improvement programme – Improving Lives Every day. • The risks will be monitored and covered in future budget setting and monitoring reports.

Update (February 2023)
(Recent actions, performance updates, developments, emerging issues etc).
	Whilst following recent announcements some planned reforms are now subject to delay, the Council is expected to be subject to external inspections in respect of both Children's Services (SEND Review) and Adults Social Care (CQC Inspection). Planning work is being undertaken in both areas as inspections are due during 2023/4.
	
	• CQC Inspection:-
	  - Regular monitoring of progress against the *Improving Lives Every day programme*
	  - A further update of the CQC self-assessment is to take place in April 2023 following deep dives into the various service areas that make up the Directorate to inform/refresh content.
	  - A peer review is to be commissioned from the LGA in September/October 2023 to test the robustness and accuracy of the self-assessment and to identify areas for further improvement prior to any formal inspection from CQC.
	
	• SEND Review:-
	
	  - Creation of a revised SEND Board and new chair to become Green Paper compliant
	  - Data cleansing work being undertaken; current capacity to monitor and analyse data is under review

Further Actions Required / Planned	See above.				

Risk Number 8		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Joint Venture partner fails to deliver services to the required standard or fails to deliver required efficiency savings. **(Place / Environment and Regulatory Services)**		3	5	**15** **Medium**	**Risk Reduced** ⬇
Corporate Priorities	All				
Existing Controls and Risk Mitigation	- Contract commenced on 4th July 2015. - Task and Finish Working Group reported to Exec in Feb 2019. - Appraisal into future service delivery models conducted in July 2019 - Review of all council governance on the contract has been undertaken - Governance structure in place to oversee service delivery at a strategic and operational level. - Business Continuity Plan in place but is being reviewed to reflect current issues.				
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	- Currently commenced 7 year review of all contract services to improve systems, processes and communication within the contract - Reviewed the work programme which includes service improvement plans, cyclical plans for all transactional services, health and safety risk assessments and methods of working. refresh of all business continuity plans to ensure services are maintained in the event of planned or unplanned events in Reorganisation of Client team has been completed. Strengthening resilience and knowledge base and increasing capacity to deliver projects				
Further Actions Required / Planned	7 year Review to be finished with improved governance for the contract taking into account improved working relationship As part of 7 year review complete reorganisation by TUPE of recycling team back from Amey				

Risk Number 9	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Breach of health and safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations. **(Strategy and Resources / Finance and Governance)**	3	5	**15 Medium**	◄► **No Change**

Corporate Priorities	All
Existing Controls and Risk Mitigation	• Corporate Health and Safety Management System in place • Corporate Health and Safety Policy and guidance • Six month and annual report to CLT/ JCP and Council. Quarterly JCC reports • Health and Safety Improvement Plan reviewed annually • Robust incident monitoring and investigation • Competent HSU advisory service • Proactive services and school audit programme • Specialist fire safety and moving and handling support in place • Ongoing programme of staff training • Monitoring arrangements for contractors including the One Trafford Partnership • Delivery of employee health and wellbeing strategy
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	• A current investigation into a major incident within the borough continues in liaison with the HSE, and supported by Legal Services, Health and Safety Unit and Insurance Services. Investigatory outcomes will inform any further remedial action. • A health and safety internal initiative 'Your Safety, Your Wellbeing' has now been launched with dedicated resources, communications and support to refocus services on fundamental and effective management of Health and Safety • All maintained schools are now being supported by the Health and Safety SLA including full on- site audits and fire risk assessment support.
Further Actions Required / Planned	• Under the Your Safety, Your Wellbeing initiative, services are to be prioritised for the issuing and completion of a self-assessment health and safety audit. This will be assessed and inform a targeted service audit programme to monitor health and safety arrangements. • Corporate Health and Safety Policy to be reviewed and updated

Risk Number 10	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
The Council does not fulfil its statutory duties and all accompanying policy requirements in terms of identifying and safeguarding vulnerable children. (Children's Services / Children's Services)	3	5	15 Medium	⬅➡ No Change

Corporate Priorities	Reducing health inequalities / Supporting people out of poverty
Existing Controls and Risk Mitigation	Improvement Board and Ambitions Plan Chief Executive and Lead Member Assurance Meetings in place TSSP Governance Policy, Procedures and Guidance in Place Performance Management, Quality Assurance & Supervision Framework in place Investing in Our People Strategy continually reviewed Organisational Development Programme in relation to Social Work Practice and Oversight in place
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	A recent (November – December 2022) OFSTED ILAC inspection over 3 weeks across the range of Early Help & Children' Social Care services judged that the service was no longer Inadequate. This was published in January 2023. The report highlights many areas of good and improving practice. However there were a number of areas for us to continue to improve. Following this we received notification in February 2023 from the Minister that the Improvement Notice has been lifted as a result Trafford are no longer subject to statutory intervention although a year of support will continue. A refresh of the Ambitions Plan is being undertaken which will incorporate the areas highlighted during the inspection.

	A Quality Assurance framework is in place which brings together a focus on performance, identifies trends and patterns which is then supported by the implementation of the workforce development strategy. This is underpinned by Directorate and Service Plans that brings a focus on improving quality of practice, performance and engagement with stakeholders.
Further Actions Required / Planned	Review of the Improvement Board in order to establish an Ambitions for Children Board from April 2023. Refresh of the Ambitions Plan. Specific Improvement Plans being developed to cover the issues raised in the OFSTED Inspection which are relevant to safeguarding: • Quality of Out of Hours provision • Support to homeless 16/17 year olds • Supervision

Risk Number 11			Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
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. **(Finance & Systems / Finance and Governance)**			3	5	**15** **Medium**	◄► **No Change**
Corporate Priorities	All					
Existing Controls and Risk Mitigation	• The Council has partnered with an experienced security provider (The Networking People (TNP)) who provide consultation, strategy, and technical steer on all aspects of ICT Security. TNP have detailed processes for data security which are accredited to ISO27001. Their Information Security Management System (ISMS) is audited annually to ensure continuing compliance. • The Council continues to maintain its compliance to data and cyber security frameworks such as the Payment Card Industry (PCI) Framework and the Data Security and Protection Toolkit. • All Desktop Services are now running Windows 10 which is locked down to a Trafford standard build to avoid further deployment of non-standard software. • Encryption defence is installed on all devices.					

| | Use of memory sticks and external devices is restricted, and any device will be encrypted. Enforcement of an Acceptable Use Policy across the Council. The Council continues to maintain the best practices set out by Central Government and keeps abreast of current Security trends via 3rd party consultancy and membership of external bodies e.g., Northwest Warning, Advice and Reporting Point (WARP). The Council has partnered with an external company to provide online mandatory training courses that all staff must take and pass within a given time frame. These courses include but are not limited to: Data Protection Act 1998; Fraud Awareness; Freedom of Information Act 2000 & Information Security. An internal cyber security group meets monthly to review and manage the Council's cyber defences and processes. Progress against the audit review recommendations is monitored at the meetings. IT Managers have attended the National Cyber Security Centre / iNetwork Cyber Resilience Training Programme. A phishing awareness campaign began during 2021 to provide employees and Councillors with ongoing security awareness training. The campaign has successfully raised awareness of phishing risks and continues to run as phishing is one of the main threats. The IT & Digital Service have undertaken a cyber audit on the Trafford IT environment in conjunction with the Department for Levelling Up, Housing and Communities (DLUHC). A Cyber Treatment Plan has been agreed following the audit, with planned improvement supported by funding. One of the main improvements is a Cloud backup storage solution which was procured in August 2022. This provides offsite secure backups to allow recovery in the event of a cyber-attack and ensure our M365 hosted data is also backed up. We are in the final stages of implementation with the majority of the Council's data now being backed up via the cloud solution. Audits have identified applications exist on the Trafford network that are no longer supported by the software vendor. The unsupported applications are therefore not protected from the latest security threats. Work continues upgrading, replacing, or decommissioning unsupported applications but this will be an ongoing activity. Creation of an internal Cyber Security Team and recruitment to the two posts was completed in December 2022. |
| **Update (February 2023)** (Recent actions, performance updates, developments, emerging issues etc). | Work has been done on improving our automated alerts for a potential cyber security threat or breach. We receive hundreds of alerts each week, so we need to filter out the important ones to enable us to respond quickly.

We have progressed the implementation and configuration of the Council's Security Information and Event Management (SIEM) tool. When fully operational the tool will help us detect, analyse and respond to security threats before they are able to disrupt Council services or gain unauthorised access to Council data.

A rewrite and update of the Council's IT policies is underway, and drafts of the key policies are being reviewed. The prioritised suite of new IT policies should be available for launch at the beginning of April and will be supported by a communications and awareness campaign. |

	The IT and Digital Cyber Security Officers are supporting the design of the Council's new Customer Relationship Management (CRM) system to ensure that the system and data are robustly protected from cyber threats. The project is in its early design stages and no security concerns have been identified at this point.
	The IT and Digital service has been actively working at improving incident response for both small scale and major incidents. This is aligned to current risks the Council faces. This is part of a wider piece of work to streamline current and new processes within the Council, utilising the tools at our disposal including Fresh Service which underpins the IT Hub. The Fresh Service system is assisting with mitigating any cyber security vulnerabilities.
	A Cyber Security Bulletin is to be introduced soon to increase employee awareness on current threats, cyber security related news, education on best practice, and providing analytics on current threat management.
	Preparations for the Data Security & Protection Toolkit submission at the end of March 2023 are underway. Evidence is being captured for the prioritised assertions that are auditable ahead of the submission date.
	We are conducting Phishing Assessments as part of our phishing awareness campaign. This is crucial to ensure that users are consistently applying best practices and mitigating risk with regards to phishing attacks. A new Service Request Form, to report Phishing via the IT Hub, is in development. This will allow employees to report suspicious emails while limiting their interaction with said email.
Further Actions Required / Planned	The business case for investment in an Automated Policy and Compliance Manager solution with be developed and considered. Work will continue on developing an Unsupported Software Register for the Council to better control the maintenance and control of software accessible on the Council networks. A solution called Nessus Tenable SC may be used to capture and monitor the status. Investigations into Identity Access Management will be progressed focussed on our Microsoft Active Directory environment. Further progress will be made with implementing the Council's Security Information and Event Management (SIEM) tool on our incumbent product called FortiSiem. A second phase will transfer to the Microsoft Sentinel tool which will provide a more integrated solution.

Risk Number 12		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score

Asset Investment Strategy (Finance & Systems / Finance and Governance).	3	5	15 Medium	◄► No Change
Corporate Priorities	All			
Existing Controls and Risk Mitigation	Approval of acquisitions and investments is made by the Investment Management Board following technical due diligence by external property advisors CBRE, supplemented by cost consultants, valuers and legal advice. Performance monitoring will be undertaken for all investments on a regular basis, looking at the current market conditions, tenant strength and also an annual valuation of the asset. Monitoring is reported to both the Executive and the Investment Management Board. Annual provision will be set aside from the rental income for repayment of debt, together with an element transferred to a risk reserve. In the event of an adverse movement in asset values then consideration will be given to make further charges to the revenue budget. Compliance with the Prudential Code and adherence to statutory guidance.			
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	The most recent budget monitor reported to Executive in January 2022 included details of the total current level of commitments of £297.5m. In December, a review of the total level of the Fund of £500m was reported to the Scrutiny committee who supported a continuation of the Fund at its existing level. As part of the annual budget setting to be reported to Council in February an updated Asset Investment Strategy will be reported to Council for approval; this will ensure that the key objective continues to be to support regeneration with a priority to in-borough projects. Current year net income is projected at £5.3m, representing a shortfall on budget of £1.9m. Whilst the Strategy continues to deliver a significant level of income to support the budget, the Medium-Term Financial Plan forecast for net income has been scaled down to a more achievable and sustainable level.			
Further Actions Required / Planned	To conclude the procurement exercise for the provision of expert, independent advice. To review the impact the range of investments is having on the Council's cashflows and borrowing strategy. To continue to seek new opportunities to support further regeneration and to provide additional income to achieve budget targets.			

A number of potential investment opportunities are currently subject to due diligence and final approval for a number of schemes will be sought from Investment Management Board over the next few months.

Risk Number 13	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Loss / absence and retention of staff within the organisation. (Strategy and Resources / Finance and Governance).	3	5	15 Medium	◄► No Change
Corporate Priorities	All			

Existing Controls and Risk Mitigation	
	▪ People Strategy framed around employee journey and 4 pillars, Attract & Recruit, Engage & Sustain, Grow & Develop and Sustain. ▪ CLT Monthly Workforce Report. ▪ HRBP continuous review of leadership structure and creation of new senior management roles and interim arrangements to ensure sufficient breadth of leadership capacity and succession. ▪ Executive Search Framework in place. ▪ Succession planning strategy implemented for business critical & senior posts. ▪ Strengthening of the senior leadership team- introduction of new Corporate and Directorate level posts to strengthen leadership capacity. ▪ Opportunity for permanent recruitment for critical posts, with relocation available to ensure the widest candidate base. ▪ Smart working styles and flexible working. ▪ Recognition of high performers through various schemes (Cheers for Peers, EPIC Star & Time to Shine Awards) ▪ Access to SOLACE development programme for rising stars to aid succession planning and talent management. ▪ Fully funded Leadership and management development/qualification available e.g. Operational Manager to MBA Level. ▪ Health & Well-being strategy in place. ▪ 'Your Safety, Your Wellbeing', campaign launched to refocus on the steps we should all be taking to finish the working day, safe and well every day. ▪ Robust wellbeing offer with tools support in place. ▪ Support (OD) to design bespoke personal development plans for senior leaders identified at "risk" or potential for the future/ready for growth. ▪ Coaching strategy & offer in place to support personal and professional development. ▪ One to one development and wellbeing coaching available to senior managers.

	- b- Heard Engagement Survey and analysis of results at senior leadership level supports to identify areas of attention and focus. - Leaders Let's Talk Sessions relaunched in face to face to support senior leadership engagement. - Performance Mgt framework in place (Check-in's) supporting conversations around wellbeing, performance and career development.				
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	- Refresh of the people strategy and engagement sessions (including senior managers) ongoing. - Development of a more formalised succession planning approach is currently underway. To identify a pool of talent along with development plans to step up into positions as required and adopts a proactive/planning approach. - HR toolkit Training for Managers is being developed focusing on supporting and developing training around some of the key policies e.g. attendance management, investigatory skills, Fixed term Contract Training.				
Further Actions Required / Planned	- Relaunch of People strategy. - Framework & approach for succession planning developed and embedded. - Outline and deploy training for HR toolkit for Managers.				

Risk Number 14		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Significant disruption as a consequence of COVID-19 and winter pressures (Authority-Wide)		3	4	**12 Medium**	⬅➡ **No Change**
Corporate Priorities	Reducing health inequalities				
Existing Controls and Risk Mitigation	The neighbourhood based community engagement team continues to work in localities on community engagement and behaviour change, and vaccination uptake.				
Update (February 2023) (Recent actions, performance updates,	No significant changes since the last update in November 2022. The risk score remains at medium, recognising the continued risk of new COVID variants and potential challenges in the winter. While rates are now falling, through the winter we have been seeing co-circulating flu and other infections, increasing the risk of co-infection.				

developments, emerging issues etc).	All project level risks have been reviewed, with residual risks assigned to appropriate owners. Business continuity plans have also been revised.
	The neighbourhood based community engagement team continues to work in localities on community engagement and behaviour change, and vaccination uptake.
	Our ongoing communication programme for residents, staff and partners continues
	New hybrid working practices have been established to support ways of working for our staff.
Further Actions Required / Planned	Although there are additional resources in the system to manage the risk, these people will all be leaving by the end of March, so the next update is likely (if current trends continue) to have the likelihood decrease but the impact increase

Risk Number 15		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Failure of the Adult Safeguarding Systems and Processes to prevent an adult at risk of abuse or neglect from being harmed or a failure of the council to adequately safeguard an adult at risk from neglect or abuse. (Adult Services / Adult Social Care)		2	4	8 Low	⬅➡ No Change
Corporate Priorities	Reducing health inequalities, Supporting people out of poverty				
Existing Controls and Risk Mitigation	See below				
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	Note the last update on this risk was reported in November 2022 and the risk is currently subject to review during March 2023. Updated details will be provided as part of the next strategic risk report.				

Further Actions Required / Planned	As above

Risk Number 16		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Delay in completing 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. (Authority-wide)		2	3	**6** **Low**	◄► **No Change**
Corporate Priorities	**All**				
Existing Controls and Risk Mitigation	Corporate Business Continuity Plan and Policy in place, updated 2022. All services provided a Business Continuity Service Lead (BCSL) as a Single Point of Contact. BCSL's offered and received a one to one session to complete Business Impact Analyses (BIAs) and Business Continuity Plans (BCPs). CLT sighted on all work undertaken and have full agreement. Testing of plans undertaken, and recommendations shared with BCSL's. Business continuity shared portal established, and all plans and documents stored on a SharePoint.				
Update (February 2023) (Recent actions, performance updates, developments, emerging issues etc).	An internal audit report was issued in January 2022 highlighting progress made and also included an action plan for further developments.				
Further Actions Required / Planned	Further consideration regards progressing action plan in respect of audit recommendations made. A National Exercise to test response and business continuity in the event of a power outage is scheduled for the end of March 2023. Learning from this will be fed back into the Disaster Recovery and Business Continuity plans. The exercise will be attended by both Tactical and Strategic leads and IT. Annual review of all BIAs and BCPs launch April 2023. All plans to be read and signed off by Directors.				