

TRAFFORD COUNCIL

Report to: Accounts and Audit Committee
Date: 28 March 2017
Report for: Information
Report of: Audit and Assurance Manager

Report Title

Strategic Risk Register 2016/17 (March 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 the report.

Contact person for access to background papers and further information:

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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 January and February 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 November 2016, 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 16 strategic risks (two of which are considered high level).
- 2.5 The highest rated risks relate to Safeguarding vulnerable children (SR 2) and the Council's medium term financial position (SR4).
- 2.6 Since the last update to CLT and the Accounts and Audit Committee in November 2016, no risks have been removed from the strategic risk register. However, the risk exposure score has been revised for the following risk:
 - SR 16 – (Inability to meet Trafford residents' requests to have burials within the local area due to insufficient land) reduced from a medium risk of 12 to a low risk of 8.
- 2.7 The updated Council Risk Management Policy Statement and Strategy is due to be presented to the Accounts and Audit Committee for approval at its March 2017

meeting. The Accounts and Audit Committee will receive a further strategic risk register update report later in 2017 as part of its 2017/18 work programme.

Comparison of Risk Levels November 2016 and March 2017

IMPACT **Risk Levels – November 2016**

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

LIKELIHOOD

IMPACT **Risk Levels – March 2017**



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

LIKELIHOOD


High Risk
Medium Risk
Low Risk



3. Strategic Risks (March 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	Major regeneration projects, including Altair, Altrincham Strategic Framework delivery, Old Trafford Master Plan (OTMP) and Carrington development do not proceed due to economic and financial constraints. (EGEI)/(Economic Growth and Planning)	8 Low		<ul style="list-style-type: none"> • All project risks contained and detailed within individual project plans. Overall, all projects are within tolerance. • Altair outline planning consent granted. Revised Development Agreement complete (April 2015). Detailed planning application for phase 1 granted, and development commenced. • Funding has been approved for the OTMP, and Land Pooling Agreement signed. • Altrincham public realm strategy agreed phase 1 complete and work in progress on Phase 2a. • Proposals for new Altrincham Library approved at Executive. Agreement for lease in place, and planning consent granted. Start on site commenced 2016. • The operator for Altrincham market has been appointed and the Operating Agreement and Agreement for Lease completed (November 2013). • Stretford Masterplan approved (January 2014). Advisers for Lacy Street in place and report produced. Public realm study and consultation complete, detailed design proposals agreed with a start on site in early 2017. • Altrincham Strategy approved. • Sale of Carrington by Shell to Langtree completed, with further transfer to Himor also completed. Project governance structure and partnership agreement in place. Phase 1 planning application for up to 725 residential units and 90 acres of employment land has been submitted. Planning Performance Agreement agreed and expected to go to Planning and Development Committee in March 2017.
2	The Council does not fulfil its statutory duties and all accompanying policy requirements in terms of identifying and safeguarding vulnerable children. (CFW)/(Children's Services)	16 High		Over the last year there has been a significant increase in demand on children's services. There has been an increase in Child Protection, Public Law Outline and Looked After Children numbers. This increase does follow a national trend. This has increased social worker caseloads and created pressures within the system generally. These increases are monitored and managed through moving staff or use of agency staff where possible but this shift in demand has generated pressures in

	(CFW)/(Children's Services)			<p>the system which has meant previously increasing the Risk rating from 12 to 16 in terms of the impact of those pressures.</p> <p>In the light of those pressures it is imperative that the Local Authority maintains high levels of vigilance to comply with legislation, procedures and follow good practice principles in its delivery of statutory services to children and that compliance is consistently monitored and quality assured.</p> <p>Measures:</p> <ul style="list-style-type: none"> • 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 Framework, and; • Experienced Independent Chair of TSCB in place with Safeguarding Development Manager supporting a rigorous TSCB Business Planning and monitoring process.
3	<p>Demand for school places underestimated and/ or additional school places are not delivered to satisfy increased demand.</p> <p>(CFW)/(Children's Services)</p>	15 Medium	↔	<ul style="list-style-type: none"> • All children have been allocated places for the 2016/17 academic year. • 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 is no basic need funding from the Department for Education (DfE) for 2018/19, the first year the LA has received a £0 allocation.
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&R)/(Finance)</p>	20 High	↔	<ul style="list-style-type: none"> • The final Local Government Finance Settlement figures, recently received, were as expected, due to the Council having accepted the four year (2016/17 to 2019/20) funding offer in September 2016. The level of the Settlement Funding Assessment (SFA) is still expected to reduce by £14.67m or 26.04% over the next three years mainly due to Revenue Support Grant (RSG) being phased out. • On the 22nd February 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. • 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.

				<ul style="list-style-type: none"> • The Council will participate 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,. Therefore to mitigate this risk it has been agreed that pilots will operate on a 'no detriment' basis i.e. individual authorities will be without detriment to the resources that would have been available under the current 50% system. • 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. • The Council's reserves have been reviewed during 2016/17 with further additions to the budget support reserve planned, however £3.06m is expected to be utilised in 2017/18 to balance the budget. The level of reserves the Council holds is in part reflective of past funding levels with earmarked reserves forecast to be c.£15m at the end of 2017/18.
5	<p>Loss / absence and retention of senior managers to the organisation.</p> <p>(T&R)/(Finance)</p>	<p>15 Medium</p>		<ul style="list-style-type: none"> • Two Council permanent appointments have been made to Joint Director posts in the Integrated 'Provider Services' structure and Health. • A new organisational structure is in place for all-age integrated health & social care service. • An internal candidate has been appointed into the Corporate Director post in the Children, Families and Wellbeing Directorate (CFW). • A number of interim internal 'act-up' arrangements are in place, again aiding succession planning, pending permanent appointments. • A leadership development programme is in place for all managers/senior managers across the organisation, to support them in leading and engaging their staff through transformational change. • 4 senior managers are attending the 2nd cohort GM Leadership Programme. • A new linear pay structure was implemented in April 2015 that introduced a new grade to span the gap at the former top of the National Joint Council (NJC) pay spine and the Senior Manager pay structure. This will enable posts to be created in recognition of increased levels of responsibility as the organisation reshapes.



				<ul style="list-style-type: none"> • 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.
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>(T&R)/ (Transformation and Resources).</p>	<p>15 Medium</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 as well as with data sharing. It also investigates and reports to the ISGB and quarterly to CLT on data incidents within the Council and provides services with recommendations to improve their working practices. • 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 work plan is reported fortnightly to CLT. • We are awaiting the outcome of a 'best practice,' voluntary information governance audit of the Council's policies and procedures that was performed by the Information Commissioner's Office (ICO) during January 2017.
7	<p>The Reshaping Trafford Council Programme doesn't</p>	<p>8 Low</p>		<ul style="list-style-type: none"> • The governance arrangements in place are mature and effective with appropriate senior level representation and authority to provide the


	<p>progress to plan and/or deliver its expected outcomes.</p> <p>(T&R) /(Transformation and Resources)</p>			<p>support, challenge, advice and decision making required.</p> <ul style="list-style-type: none"> • The Transformation Programme presented its 2015/16 end of year report to the Transformation Board in May 2016 which was well received. It demonstrated an over achievement of savings, a good return on investment by the Transformation Team and successful delivery of a range of significant projects which underpin the Reshaping Trafford Council Blueprint delivery. • The Audit & Accounts Committee also received an update on the progress towards delivering the Reshaping Trafford Council Programme in April 2016. Another was provided in February 2017. • To progress their review of the Reshaping Trafford Programme, CLT commissioned a group of senior officers to review the future opportunities for Trafford in the context of the challenging financial landscape. A draft Trafford strategy for 2031 is under development and currently being shared with the Executive and other senior leader in our strategic partners for their input prior to being formally launched and consulted on. An associated implementation plan is also in development which links to the 2017/20 budget proposals and the next stage of the All Age Health and Social Care Integration Programme. • The consultation process for future budget proposals has now concluded. • Trafford continues to work closely with GM on PSR and devolution agendas to ensure all opportunities available are unitised. Our reshaping programme entirely aligns with the GM strategic aims and priorities. • An annual review of the Section 75 Agreement with Pennine Care is underway to ensure the document reflects the developments which have taken place since April 2016.
8	<p>A successful Cyber Security Attack could lead to sensitive data being compromised, denial of access to the councils computing services or severe degradation or loss of control of those services.</p> <p>T&R)/(Transformation</p>	<p>15 Medium</p>	<p>← →</p>	<ul style="list-style-type: none"> • 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. • All information sources and systems within the Council should have an identified owner. • 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. • The Council will continually address issues that may affect our ability to detect and respond to

	and Resources)			<p>threatening cyber activity e.g. continually review our Internet Service Providers and their effectiveness;</p> <ul style="list-style-type: none"> 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. We will not restrict innovation in the council by managing rather than avoiding all risk. 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. Investment has been submitted in the 2017/18 Capital Plan to maintain and update the Councils Security defences. These include updating and refreshing the Firewall technology and the web filtering software. 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. 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. Trafford is maintaining its compliance with PSN through annual vulnerability penetration testing of both the internal and external networks.
9	<p>Failure of the Adult Safeguarding Service.</p> <p>(CFW)/(Adult Social Services and Community Wellbeing)</p>	<p>12 Medium</p>	<p>← →</p>	<ul style="list-style-type: none"> Safeguarding Adults Refresh of the Safeguarding Policy and procedures completed, new policy live from May 2016. Work continues on review of existing working procedures and safeguarding forms to embed the new procedure Adult Safeguarding Board has been refreshed and a revised governance process has been developed with an away day in July 2016. The independent chair of the Trafford Safeguarding Adults Board (TSAB) has recently been replaced. Joint Children's and Adult safeguarding committee now in place. Senior Learning and Development post was filled in October 2015, impacting upon sustaining competency in the implementation of practice of

				<p>both internal and external agencies.</p> <ul style="list-style-type: none"> • The Clinical commissioning group chief nurse has been appointed. We have integrated the safeguarding function for the children's and adult's nursing teams which now sit within the Integrated Care Service. • The Director of Safeguarding and Professional Development has been appointed and the standard of safeguarding for adults and children is now managed centrally through this role. • Serious Case Review Panel (Adults) reviewed and in place. • One Adult Serious Case review has been completed with an independent chair and is due to be published in March 2017 • Two new Senior Practitioners have been appointed and are overseeing safeguarding decision making with screening team. Annual Safeguarding Plan is being refreshed by new Chair, the Serious Case Review plan in place. A strategy sub group meeting planned for 3rd March 2017; • Safeguarding Adult Board Manager in post. <p><i>Deprivation of Liberty Safeguards (DoLS)</i></p> <ul style="list-style-type: none"> • The number of statutory DoLS continues to place a high degree of pressure on the service; • 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 arrangement as not able to recruit to date); • New safeguarding senior practitioner has started work; • CLT have agreed to an hybrid model for implementing statutory DoLS which reduces 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. There is an ability to commission limited amounts of independent BiA's when required; • The Community Learning and Disability Team have commenced Court of Protection (CoP10) applications for people deprived of their liberty within Council run supported living; • Best Interest Assessments forums in place and quality standards set for best interest assessments and completion of form 5's in
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				<p>advance of sign off by DoLS authorisers;</p> <ul style="list-style-type: none"> Regional Association of Directors of Adult Social Services have sent out a risk prioritisation tool which will be used by Trafford when resources are in place to risk manage the community DoLS response. Additional capacity will be requested as part of the Transformational fund bid to undertake this work
10	<p>Breach of health and safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations.</p> <p>(T&R)/(Transformation and Resources)</p>	10 Medium	↔	<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). 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 health, safety and welfare of staff. 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.
11	<p>New Joint Venture partner fails to deliver services to the required standard or fails to deliver required efficiency savings.</p> <p>(EGEI)/(Environment</p>	12 Medium	↔	<ul style="list-style-type: none"> First year of contract operated successfully across all services. Some service standard issues identified and negative media coverage. Service issues being addressed and service improvements implemented, Operational controls and governance arrangements in place and working effectively. 2015/16 budget savings fully delivered. 2016/17

	and Operations)			<p>savings being delivered.</p> <ul style="list-style-type: none"> Options for 2017/18 savings being identified. Scrutiny Task and Finish group review undertaken, and to report in early 2017.
12	<p>The Transformation Programme savings will not be delivered in full.</p> <p>(T&R)/ (Transformation and Resources)</p>	<p>15 Medium</p>		<ul style="list-style-type: none"> Currently, the transformation programme is forecast to marginally overachieve its savings target but the risk to savings delivery remains the same as the final position is influenced by increasing demand on services. The largest risk is with the extent of CFW savings. In recognition of this a significant resource continues to be deployed from the Transformation Team into CFW to support delivery of the projects and savings. The governance arrangements in place are mature and effective with appropriate senior level representation and authority to provide the support, challenge, advice and decision making required. The Transformation Portfolio savings target are reviewed and monitored monthly. From September 2015, the CFW and Transformation Boards merged and governance put in place. In addition further governance arrangements have been put in place (See November 2016 update). Weekly meetings are also now scheduled with the Corporate Director and Chief Finance Officer. Finance and the Programme Management Office (PMO) now meet fortnightly to review savings progress for projects considered to be of the highest risk. Business as usual projects which are rated as RED are now required to submit highlight reports. Deep dive reviews continue for those projects considered to be of the highest risk and action plans are put in place to address concerns.
13	<p>Major event leading to inability to deliver critical services to vulnerable people.</p> <p>(CFW)/(Adult Social Services and Community Wellbeing)</p>	<p>12 Medium</p>		<ul style="list-style-type: none"> Consideration has been given to which events could stretch the capacity of the service. This has included plans for monitoring and responding to winter pressures. All CFW Services have Business Continuity Plans in place within the Directorate with supporting action plans actively monitored. These have all been reviewed review following the launch of integrated services. Business Continuity briefings around joint procedures being rolled out to Pennine staff A full desk top nursing evacuation event has been undertaken to test service resilience and responses.

				<ul style="list-style-type: none"> • The service also participated in the Greater Manchester business continuity test related to a desk top flooding incident. • Contractual requirements on external providers to have business continuity plans in place.
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>(T&R)/(Transformation and Resources)</p>	<p>10 Medium</p>		<ul style="list-style-type: none"> • Business Impact Analysis (BIA) was completed for all areas of the business with the creation of Business Continuity Plans (BCP), covering all critical functions that were classified priority 1 or 2. Business Continuity training sessions have been delivered by the Emergency Planning Manager. • Following meetings with the Emergency Planning Manager, Audit and Assurance and ICT, a revised BIA was been prepared and placed on the Council's intranet pages. The BIA detailed ICT requirements and how the service would be affected by a business interruption. • Under the Reshaping Trafford banner the Council ensured that outsourced Council Services have robust BCPs. The Head of Environmental Services is examining how robust the Amey business continuity plans are. • CFW are seeking formal agreement from TPR in order to adopt the Pennine Care Trust format for Business Continuity Planning to more closely align Health and Social Care. The agreement between Pennine Care and CFW to produce joint Business Continuity plans has been implemented. • Trafford and Manchester City Council are working in collaboration to determine a future strategy for ICT Disaster Recovery (DR). Work has now completed on producing a common framework ICT Architecture Landscape for Trafford and Manchester which is being used to influence infrastructure sharing strategies with Manchester including adopting Cloud Services if there is a compelling business case to do so. • 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. • Trafford's third party hardware maintenance support partner ANS or Salford Internal Audit will be engaged in Q4 to review the DR readiness of Trafford's infrastructure which will include options for adopting Infrastructure as a Service as well as investing in more co location recoverability for selected platforms. • The Emergency Planning Manager is examining the e-learning on line package for Business

				<p>Continuity as the Manchester City Council software is not compatible with the new Greater Manchester Authorities (AGMA) training portal.</p> <ul style="list-style-type: none"> • Mobile Telephone Privileged Access Scheme (MTPAS) – Priority access to telecommunications is being reviewed to ensure capability during incidents. If there is a major incident, our mobile provider will be able to prioritise our calls to the network. Association of Greater Manchester Authorities (AGMA) Civil Contingencies Resilience Unit (CCRU) is supporting us to make sure our records and numbers are up-to-date so front line responders can communicate with the office/each other if networks are reduced. • This quarter we have completed a RAG (Red, Amber and Green) rating which helps to identify any gaps in Trafford’s emergency planning capabilities. It highlighted the need for a training audit which will ensure both Silver and Gold responders have the appropriate response training. This was incorporated into November’s training package which will include Resilience Direct training. Resilience Direct is a national web based portal endorsed by Cabinet Office which provides a safe store of documents. Trafford Council responders are currently underusing this free resource which can be accessed from any computer, tablet or phone with internet capability. This, alongside the fully updated Plan store on the internal drive, increases Trafford’s ability to react and maintain business continuity. The training will ensure that Trafford Council responders feel confident to use the resources available to undertake all statutory requirements of the Civil Contingencies Act. <p><i>Refer also to the comments regarding Risk 8.</i></p>
15	<p>Children’s and Adolescent Mental Health Service (CAMHS) – Internal Review outlined a number of actions required for improvement including the need for improved recording, case files management etc.</p> <p>KPMG and other reviews have also</p>	<p>6 Low</p>	<p>← →</p>	<p>CAMHS action plan is on-going and is progressing well:-</p> <ul style="list-style-type: none"> • Good progress continues in getting all cases on to the Pennine Care NHS Foundation Trust Approved Risk assessment (TARA), with a recent audit confirming 73% of cases. • TARA is a standard agenda – the audit will be repeated in October – aim is to achieve 100%. • Progress to achieve full compliance with managerial supervision. • All files from cleansing operation will be completed by the end of October 2017. • The implementation of Choice and Partnership approach (CAPA) included in the action plan will

	<p>identified areas for improvement.</p> <p>Previous issues already raised re Waiting times.</p> <p>(CFW)/(Children's Services)</p>			<p>be transferred to the CAMHS service Quality Implementation plan.</p> <ul style="list-style-type: none"> • Re-alignment of Trafford CAMHS with the Trust Clinical Business Unit is well progressed and clinical support is now available to Trafford CAMHS from Health Young Minds. • Consultation to implement the new model of care will be restarted soon. <p>Waiting Times monitored monthly and have significantly improved.</p>
16	<p>Inability to meet Trafford residents' requests to have burials within the local area due to insufficient land.</p> <p>(T&R)/(Transformation and Resources)</p>	<p>8 Low</p> <p>(Previously 12 Medium)</p>	<p>↑</p>	<ul style="list-style-type: none"> • Planning approval granted • Agreement in principle reached to purchase reduced usable additional land & Estate Management (Amey) have instructed Legal & NT solicitors to proceed. • Negotiations with Tenant Farmers on land can commence on purchase of land. • Environment Agency conditions built in planning consent will increase build & maintenance costs. • The new proposal will ensure the authority has sufficient burial space for 8-10 years.

* Note: This indicates the direction of travel in respect of performance in managing the risk and not direction of travel of the risk level.