

TRAFFORD COUNCIL

Report to: Accounts and Audit Committee
Date: 22 March 2022
Report for: Discussion
Report of: Audit and Assurance Manager

Report Title

Strategic Risk Register 2021/22 (March 2022 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:

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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 February/early March 2022 for each risk. Further developments since then, including in relation to the impact of ongoing international issues, will be reflected in the update report to be shared at the next Accounts and Audit Committee meeting.

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

- 2.1 The Audit & Assurance Service liaises 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.
- 2.2 This report contains an update on each of the strategic risks, including recent developments relating to the risks and progress made in managing each risk.
- 2.3 There has been a decrease in the risk score for one of the risks since the previous strategic risk update report in November 2021 i.e. Risk 15 (Adult Safeguarding) which shows a decrease from a risk score of 12 (Medium) to 8 (Low). Details relating to the risk are shown in Section 3.
- 2.4 The risk charts in section 2.6 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 currently 15 strategic risks. For each risk, set out in Section 3, this includes the relevant Executive Portfolio and Service Directorate.
- 2.5 The next strategic risk update will be undertaken in quarter 1 of 2022/23 and will be reported to the next meeting of the Accounts and Audit Committee.

2.6 **Comparison of Risk Levels November 2021 and March 2022**

IMPACT **Risk Levels – November 2021**

Very High(5)			6	5	1
High (4)			1	1	1
Medium (3)					
Low (2)					
Very Low (1)					
	Very Low (1)	Low (2)	Med. (3)	High (4)	Very High (5)

LIKELIHOOD

IMPACT **Risk Levels – March 2022**

Very High(5)			6	5	1
High (4)	1			1	1
Medium (3)					
Low (2)					
Very Low (1)					
	Very Low (1)	Low (2)	Med. (3)	High (4)	Very High (5)

LIKELIHOOD

High Risk
Medium Risk
Low Risk

3. Strategic Risks (March 2022)

Red	Amber	Green
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Risk	Strategic Risk Title / (Directorate / Portfolio)	Likelihood (1-5) (A)	Impact (1-5) (B)	Risk Score (A x B)	Change in Risk Score	Comments
1	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 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 of business rate baselines originally expected from April 2021 now delayed until possibly 2024/25 (Finance & Systems /	5	5	25 High	↔ No change	<p>2021/2022 Budget Position</p> <p>The latest period monitoring for 2021/22 (Period 8) is forecasting an outturn pressure of £1.44m largely associated with a shortfall in the budgeted savings programme and increases in demand in Children's and Adults.</p> <p>A sizeable savings programme of £11.93m was included in the 2021/22 budget of which £2.96m is forecast not to be achieved. The consequences of this shortfall will not only impact on the current financial year but will cascade into 2022/23. A figure of £906k has been included in the 2022/23 budget to reflect savings which will not be achieved.</p> <p>A range of mitigating actions are in progress to reduce the estimated outturn pressure and these include discussions with Greater Manchester Combined Authority regarding the Business Rate growth pilot sharing agreement, more frequent reviews of performance of the savings programme by CLT and a review of all non-essential spend.</p> <p>MTFS 2022/2025 and Budget 2022/23</p> <p>In February 2022 the Council approved the updated budget strategy including the final revenue budget proposals for 2022/23 and the Medium Term Financial Strategy (MTFS) for the period 2023/25.</p> <p>The key summary of figures for the revenue budget, based on forecasts at the time were :</p> <p>The budget gap for the three years before applying any of the policy choice savings and income proposals is estimated to be £38.59m comprising:</p> <ul style="list-style-type: none"> • £41.85m of additional expenditure and funding pressures • £3.26m improvements in funding

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	Finance and Governance).					<p>For 2022/23 there is a gross budget gap of £20.14m consisting of £7.10m COVID-19 pressures and £13.04m BAU.</p> <p>Plans to close the gap in 2022/23 consist of £3.39m additional funding from Council Tax, and £5.32m income generation and savings proposals, use of one off reserves of £7.1m to address COVID pressures and £4.33m use of General Reserve for the remaining gap.</p> <p>The Local Government Act 2003 requires the Director of Finance and Systems, the Council's section 151 officer, to report independently to the Council their own opinion as to the robustness of the budget estimates and the adequacy of the financial reserves and the minimum level of reserves. The Directors opinion is included in section 1 of the February 2022 budget report. Further details of the robustness exercises supporting the statement relating to the adequacy of Reserves and Risk Assessment are shown in section 7.</p> <p>Whilst the final budget report highlights the continuing financial challenges over the medium term, of which there are many, the Council's Section 151 Officer remains confident that at this moment the Council can meet these challenges using its robust and resilient financial management platform that has been built pre-pandemic.</p> <p>The current assessment is that, whilst the Council will secure a balanced budget position for 2022/23, Trafford like other local authorities faces serious concerns in achieving a sustainable budget position beyond 2022/23.</p> <p>The proposals set out in the budget report can secure a robust budget for 2022/23 but do require a use of reserves to enable a balanced budget to be presented; this is not sustainable beyond 2022/23 and reserves cannot be used to avoid the requirement for permanent savings.</p> <p>As such the medium term budget strategy has incorporated the requirement to embark on a programme of innovative change to make</p>

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						<p>permanent reductions in net expenditure. The programme will be supported by a Finance and Change Board to provide strategic direction and proactive governance.</p> <p>In order to provide a level of resilience our reserves have been realigned. A Budget Resilience, Innovation and Change Reserve has been bolstered significantly to provide a cushion and to support the MTFP as the Council continues its recovery from the financial impacts of the pandemic. It will support the budget over the short-term and provide the necessary investment in the innovation and change programme which will support us to deliver a balanced budget in later years.</p> <p>Income from Strategic Investments of £7.6m is included in the budget, including £3.0m of anticipated income from recirculating previous investments which have been repaid. Due to the magnitude of the income anticipated from our strategic investments, a separate item has been included in the SRR.</p> <p>Impact of the Covid-19 pandemic The outbreak of the virus during 2020/21 had significant and far reaching implications on the Council and the way it has delivered its services during the response phase and how it will deliver them in the recovery phase.</p> <p>The impact has been felt across all Council services, which has placed a burden on expenditure, reduced income streams from fees and charges and impacted funding from council tax and business rates.</p> <p>The 2021/22 and 2022/23 budget included resources of £15.4m to address a number of anticipated ongoing COVID-19 pressures. Pressures continue to be monitored as part of the regular bi-monthly monitoring alongside business as usual activity.</p> <p>The forecasting of the ongoing impact of Covid is challenging given the long term consequences on many aspects of the Council's operations.</p>

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						<p>Regular impact returns continue to be submitted to central government. No further resource relating to the impact of COVID-19 after 2022/23 was announced by the Government in the recent Spending Review (SR21) for the period 2022 to 2024.</p> <p>The demand in children's and adults social care, continues to be monitored carefully to identify the potential for latent demand within the system which was anticipated to be felt over the short to medium term. There continues to be a high level of uncertainty regarding the wider economic impact and how this will particularly affect business rates income although the SR21 announced further relief support for certain businesses to reduce the risk of a shortfall in income.</p> <p>The long term impact of the pandemic remains a significant risk for the Council in future years. The Council utilised its favourable outturn in 2020/21 and general COVID-19 support grants to bolster its COVID-19, Budget Support Reserves and specific earmarked reserves.</p> <p>The impact of COVID-19 and ongoing requirement to make significant business as usual savings reinforces the reason why the uncertainty in the medium term plans appears within the Council's Strategic Risk Register.</p> <p><u>Risk Mitigation</u></p> <p>The key activities below provide a further level of risk mitigation (details of all risk mitigation themes are shown in Annex H of the final budget report). Key themes are shown below</p> <ul style="list-style-type: none"> • 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. • Review of earmarked reserves to provide a Budget Resilience, Innovation and Change Reserve with sufficient capacity

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				20		<p>to cushion and to support the MTFP during the programme.</p> <ul style="list-style-type: none"> • Continuation of more streamlined and focussed budget monitoring to the Executive on a bi-monthly basis. High risk areas of the budget continue to be monitored on a monthly basis. • Savings Programme monitored on a monthly basis and reported to CLT. • The 2022/23 budget provides for a number of contingency items for potential covid pressures (delayed demand, prolonged impact on collection rates). • Engagement with Greater Manchester Combined Authority to review GM wide commitments seeking reprioritisation of uncommitted resource.
2	Significant disruption as a consequence of the COVID-19 outbreak (Authority-Wide)	5	4	20 High	↔ No change	<p>The Council has continued to work to the GM Pandemic Strategic Response Plan in preparing a coordinated response to the COVID-19 outbreaks in Trafford but we are now moving towards a steady state and beginning to transition activity and governance to BAU. The risk score is subject to review and, if applicable, any change will be reflected in the next update provided.</p> <p>The government has further announced the ending of most COVID restrictions and plans are under development to stand down the recovery governance and silver groups.</p> <p>All activity is under review in order to classify:</p> <ul style="list-style-type: none"> • Business as usual – transition to DMT or other existing meetings • Public health led projects to continue (vaccination/contact trace/testing) • Activity to halt • Activity is transformational and could potentially form a programme of work • Activity outside of other criteria and recommended approach needed.

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						<p>All project level risks will be reviewed, with residual risks assigned to appropriate owners.</p> <p>A COVID Contain capability has been retained to continue necessary activities and to be in a position to respond quickly and effectively if we see a new variant / further surge. A tool kit is under development so that governance arrangements can be stood up quickly if required.</p> <p>The neighbourhood based community engagement team continues to work in localities on community engagement and behaviour change, and vaccination uptake.</p> <p>Our ongoing communication programme for residents, staff and partners continues and HR are reviewing Council policies in relation to new ways of working and returning to the office.</p> <p>Programmes to support residents and businesses to mitigate economic impact continue.</p>
3	Climate Change Emergency (Place / Sustainability and Climate Change)	5	4	20 High	↔ No change	<p>This considered to have a very high likelihood, in that all available indicators suggest that climate change is already occurring and will, if anything, become more prominent. The Impact is considered to be High as a minimum (very high without mitigation) as the consequence of climate change give rise to unpredictable and severe weather events – and events that occur with increasing regularity. These will in turn have significant impacts on our environment, economy and society. Examples could range from changing patterns of food production through to the financial to households and businesses. In short, the impacts are wide ranging and cross cutting in character</p> <p>Climate Change can be addressed firstly through adaption (as it is already occurring) - actions 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</p>

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						<p>focussed on reductions in local Carbon Emissions.</p> <p>To progress these matters the Council has prepared a draft Carbon Neutral Action Plan as a means of establishing actions to reduce emissions in Trafford. These will contribute to wider Low Carbon targets across Greater Manchester – and ultimately the UK as part of the National 25 year Environment Plan. The Trafford Air Quality and Climate Change Commission is now well established – and a new performance tool is managing progress. Activity is now focussed on businesses, which account for a significant portion of emissions – and most especially SME's. New staff have been recruited through 2021 and are now in post – thus improving the Council's overall capacity to address the issue.</p> <p>As at, 24/2/21, activity is now maturing – with studies underway for de-carbonising Trafford Park. The Council has also been successful in two rounds of the Public Sector De-carbonisation Scheme – and this will assist in lowering emissions within the Council and Leisure estate.</p> <p>A Citizen's panel was held at the end of November to discuss the climate crisis and work is underway to progress a citizen's assembly in the autumn.</p>
4	Trafford Council must ensure that it and 3 rd parties acting on their behalf are handling personal/ sensitive and commercial data securely both in technology and physical terms and in	4	5	20 High	↔ No change	<p>Although there is an overarching risk score of 20 (High), this is made up of a number of constituent risks which make up the overall score i.e.</p> <ul style="list-style-type: none"> • Records Management – 20 High • Subject Access Requests (SAR) – 5 Low • Freedom of Information (FOI) / Environmental Information Regulations (EIR) – 20 High • Data Breaches – 15 Medium • Data Security Protection Toolkit – 20 High <p>The risks remains high, significant work has been undertaken and work over the past few months to identify areas for improvements have concluded, with a focus now on implementation. It is anticipated that by the next monitoring report,</p>

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	<p>accordance with legislation and Trafford Council's policies and procedures. The following areas of risk have been identified:</p> <ul style="list-style-type: none"> • Compliance risks • SAR delays • FOI compliance • Data breaches • Mandatory Training <p>(Governance & Community Strategy / Finance and Governance)</p>					<p>there has been improvement to lower the overall risk score.</p> <p><u>Records Management</u></p> <p>A review of the Council's record management position has been undertaken with a view to identifying work streams and potential solutions. An options paper is being compiled which will set out recommended strategies around the following themes:</p> <ul style="list-style-type: none"> • Retention Schedule: Commit to an update of current subscription OR commence work internally on producing a bespoke Trafford Council records and retention schedule OR commission an external records management expert to producing a bespoke Trafford Council records and retention schedule. • Offsite Storage: The Council's current offsite storage contract has been reviewed and a re-tendering exercise has been initiated to ensure VfM and attainment of fiduciary duties. • Hard Copy Files: An assessment of the Council's handling and storage of hard copy records had been underway but was paused as a result of the pandemic. The pandemic has altered the way in which employees are working. A further assessment will now be undertaken to explore the position and present recommendations around data cleansing and hard copy protocols. • Email management: recommendations regarding email management is being developed alongside IT colleagues. <p><u>Subject Access Requests (SAR)</u></p> <p>The Information Commissioners Office (ICO) had expressed concerns that the Council was failing to adhere to statutory deadlines in the processing of subject access requests (SAR's) subject to UK GDPR.</p> <ul style="list-style-type: none"> • SAR processing is an issue for most LAs across the UK and has resulted in an increase in complaints made to the ICO.

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						<ul style="list-style-type: none"> • The Council responded by securing additional resource and establishing a task and finish group to address the issue. • As of January 2021, the Council had a backlog of approx. 149 SAR cases, with an average of 15 new cases being received each month. The IG team were processing an average of 7-10 SAR cases per month. • As of January 2022, the Council's backlog SAR cases had been reduced to 4, with an average of 19 SAR cases being processed by the IG team per month. • The IG team have also reduced the number of cases which exceeded the statutory response timescales from 104 in September 2020 to 21 in September 2021 to 14 in February 2022. • The ICO has been informed of the progress that has been made to date and the Council has now been formally notified that we will no longer be subject to inspection. • Furthermore, the ICO have asked the Council to act as an exemplar to other LA's in sharing knowledge and approach to the processing of SAR's and how to tackle case backlogs. • Work to continue improving SAR processes will continue. <p><u>Freedom of Information (FOI)/ Environmental Information Regulations (EIR)</u></p> <ul style="list-style-type: none"> • The average compliance rate to date had been steadily decreasing month by month, reaching a rate of 41% (responded to within 20 working days) in September 2021. The Team undertook a significant push in January 2022 with the current rate being at 58%. The target compliance rate (and ICO expectation) is 90%. • Assessment of this performance shortfall has been undertaken and work is ongoing to implement actions identified and work will continue to determine solutions both in the near term and longer term. • Identified actions: Targeted collaboration with teams where delays are being experienced; Rota system implemented across the IG team to improve processing; Reporting

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						<p>mechanisms reviewed; Refocus of resource from SAR cases to FOIs.</p> <p><u>Data Breaches</u></p> <p>Position Statement:</p> <ul style="list-style-type: none"> • Between April 2021 and the 6th October 2021, the Information Governance Team has received reports of 40 data breach incidents for investigation. (Avg: 6.5 a month). • Between the 6th October 2021 and 31st January 2022, the Information Governance Team has received reports of 23 data breach incidents for investigation. (Avg: 6 a month). • The most common types of data breach are: <ul style="list-style-type: none"> - Email sent in error to wrong recipient. - Letter posted to wrong recipient. - Error in redaction of information. - Excessive information shared with professionals by email. - Documents left on office printers. - Documents lost to theft/burglary at employees home. - Lost information. - IT system glitches. • The majority of the cases logged at Severity level 3 were found to have risks mitigated through appropriate and timely measures taken and no risks were posed to the rights and freedom of affected individuals. <p>The Head of Governance is leading an ongoing review to improve processing and awareness of data incidents:</p> <ul style="list-style-type: none"> ➤ Interim processes which have already been embedded across the IG Service are being developed further to determine more substantive permanent mechanisms of reporting, - Incident reviews and decision making across the process: ➤ IG team have weekly meetings with IG Officers to triage new data incidents. Enables more serious incidents to be progressed on an urgent basis. Ensures Incidents are allocated promptly for investigation. ➤ There remains a risk from delayed oversight of data incidents, poor quality reporting and

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						<p>lack of accountability for reporting and recommendation implementation.</p> <ul style="list-style-type: none"> ➤ As previously identified by Internal Audit, the biggest issue to be addressed is “Squaring the circle” and ensuring that the IG Team’s recommendations are fully implemented – work ongoing to identify solutions. ➤ Recommendations are being reviewed to ensure that they are both practical and effective and to ensure that implementation and success can be measured. ➤ Recommendations will be reviewed to ensure that they are tailored to common types of breaches. The common types of breaches have been evolved somewhat as a result of the pandemic and remote working. ➤ A system to capture data around data incidents is now in place which will inform smarter reporting and increase transparency. ➤ There is a correlation between training take up and number of breaches originating from specific areas. ➤ Actions are being developed to secure commitment from the senior levels across target Directorates to ensure that data protection training is made a priority within agreed timescales. <p>Together, the above issues raise the following risks – legal/regulatory (non-compliance with legal requirements), reputational, financial, adverse publicity.</p> <p><u>Data Security Protection Toolkit</u></p> <ul style="list-style-type: none"> • This an annual piece of work that requires the Council to demonstrate that it is fully compliant with the minimum data protection standards in order to access and process information from NHS Digital. • This piece of work requires significant resource from both IG and ICT. Moreover, it requires the Council to corporately demonstrate commitment in areas such as data protection training and cyber security. • Our last submission was June 2021 and there were 4 areas where the Council did not

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						<p>meet the minimum standards. These consist of:</p> <ul style="list-style-type: none"> - No Business Continuity Plan covering data and cyber security - Software that is unsupported - Need to ensure cyber security certification is in place for all IT system suppliers <ul style="list-style-type: none"> • The Council submitted an improvement plan in which we put forward proposals for addressing each of these areas with a deadline for compliance of 31st December 2021. An update report on progress to date, prepared by the Chief Digital Officer, and was shared with CLT in November 2021. • The improvement plan deadline was cancelled by the NHS and the work of the improvement plan would be merged in to the next full submission for June 2022. As of February 2022, there is still concern at the progress being made regarding a Business Continuity Plan covering data and cyber security. (See Business Continuity Risk 12 regards progress to address this). • In previous years the Council has struggled to ensure that we have met the target for corporate data protection training: <ul style="list-style-type: none"> - A new DSP Toolkit sub team to be established from within the IG team with clear roles and responsibilities - Alternatives to the current data protection training modules are to be considered. <p>Consideration being given to methods of ensuring that training is undertaken in a timely fashion.</p>
5	Demand for school places underestimated and/ or additional school places are not delivered to satisfy increased demand.	4	5	20 High	↔ No change	<p>In the normal admissions round for entry into reception and year 7 in September 2021 there were sufficient places in all areas for our residents.</p> <p>However the surge of in-year applications in 2021 from families newly resident in Trafford, continues to have an impact on primary places and is starting to create pressures in the secondary sector as children move up.</p>

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	(Children's Services / Children's Services).					<ul style="list-style-type: none"> • In Years 1, 3, 4 and 6 every school in Sale East and Sale West is full and additional children have been admitted above the published admission number. • This means that there are now insufficient places in these year groups in Sale. • 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 • Altrincham has vacancies in every year group, places in Years 5 and 6 are limited. • In Urmston every reception class is full and Infant Class Regulations limit the number of number of additional children that can be admitted except in a very few limited circumstances. <p>School Places & Capital Group and Place Shaping Board have oversight of school place planning and school expansion projects. Key activity to mitigate risk:</p> <ul style="list-style-type: none"> • A capital scheme is underway at Firs Primary School to create 30 additional places from January 2023. • Proposals underway to permanently expand 4 schools from September 2024, 2 in Sale East (1 infant, 1 junior), 1 in Altrincham and 1 in Urmston. • In Altrincham, 15 additional places have been created as an emergency measure in Years 5 and 6 ahead of the permanent expansion proposal. • Temporary bulge class created 30 additional places in Y5 and 6 in Sale West through conversion of specialist space. • 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.

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						<ul style="list-style-type: none"> • 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. • Link in with DfE Place Planning Teams to monitor impact of inbound migration, particularly from Hong Kong and the Afghanistan resettlement scheme. • 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.
6	<p>Joint Venture partner fails to deliver services to the required standard or fails to deliver required efficiency savings.</p> <p>(Place / Environment and Regulatory Services)</p>	4	5	20 High	↔ No change	<p>Following the Council's Overview and Scrutiny Committee review into the service delivery of Amey in 2018, a report to Executive on 28 October 2019 was submitted to agree the next steps. A business case was submitted stating that Trafford council will be taking the following option:</p> <ul style="list-style-type: none"> ▪ Consider alternative models of service delivery, including the development of a predominately In-House Service model, with a view to ending the contract with Amey. ▪ Should an amicable agreement not be reached with Amey that keeps the council whole and allows services to be undertaken without detriment by an in house or further procurement measure then the council shall continue the Amey contract and seek significant improvements to the delivery of existing services. <p>The Covid-19 Crisis has delayed the process of negotiation for this. Amey's performance during this period has continued to be generally good.</p>

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						<p>Discussions between the Council and Amey could not satisfactorily or economically come to a solution to move to an in-House service model. In a paper to the Council in October 2020 the decision to move to the second option was taken. To achieve the significant improvements in the delivery of the contract, the council has subsequently activated the contractual 7 year review clause. This gives an opportunity to recommend any changes to the contract for improvements and efficiencies. This process is still ongoing (with member oversight and resident and stakeholder input), notice has been served to Amey and the contract specifies that a reply will be received in 4 weeks, understandably this may be delayed due to negotiations. We have elongated the process due to COVID interference.</p> <p>It should be noted that the efficiencies needed for the 2021/22 COVID affected budgets were achieved with Amey's assistance.</p>
7	Leisure Services (Place/ Authority wide)	4	5	20 High	↔ No change	<p>Since the ending of restrictions on 19th July 2021, all facilities have remained open running a programme of activities. While user numbers are increasing, facilities continue to operate at below full capacity. The Council were successful in securing £550k of funding from the Leisure Recovery Fund, to offset some of the loss of income in the previous and current financial year.</p> <p>A review of the Council's Leisure Investment Strategy was completed by Max Associates and approved at the January 2021 Executive. This included the recommendation to further explore the options to refurbish Altrincham, Sale and Stretford Leisure Centres.</p> <p>Alliance Leisure are assisting with development of the refurbishment programme. In December 2021 Executive approval was gained to continue with the proposed capital investment into the design of the refurbishment for Altrincham in the first instance, up to the end of RIBA Stage 3. The outcomes of the RIBA Stage 3 report for Altrincham will be presented to the June 2022</p>

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						Executive. Business cases for Sale and Stretford are also being developed.
8	Economic Impact of Brexit and COVID-19 (Authority-wide)	4	4	16	↔ No change	<p>On 23 June 2016, Britain voted in a referendum to leave the European Union (EU) and on 1 January 2021 the UK left the EU with a Trade Deal covering new rules for how the UK and EU will co-operate, and trade together.</p> <p>Under the Trade & Co-operation Agreement, tariff and quota free trade between the UK and EU will continue as a part of a bilateral trade agreement. However, it is important to note that there are certain issues around the regulatory framework, rules of origin, Northern Ireland status and additional administrative requirements / bureaucracy that are likely to have a direct effect on businesses. For example, businesses must show where their goods were made and where the components in those products come from, to determine whether tariffs are levied on goods into the EU. Also British exporters must register to pay VAT in the EU countries they are exporting to. In addition, the ending of free movement of people from the EU to the UK could have an impact on recruitment and meeting skills gaps.</p> <p>A high level Transition Preparedness Plan identifying key priorities/issues for each Service area has been produced by the Transition Preparedness Group as a focus for activity going forward. The Preparedness Plan is a combination of actions and issues that are monitored and reviewed by the Group on regular basis. In light of the above, and the ongoing effects of the Covid crisis, a review of the previous Brexit Impact Assessment has been produced and a report was presented to the Council's Executive on 26 July 2021. This report also includes an update on the Inclusive Economy Recovery Plan.</p> <p>The Trafford Inclusive Economy Recovery Plan, approved by the Council's Executive in February 2021 complements the above and was produced in light of the effects of the pandemic on the economy and the need to set out key</p>

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						<p>initiatives to steer the borough through recovery. The Plan has not only been set in the context of meeting key issues facing the borough, but also to be complementary to the work of the GM LEP Economic Vision and Build Back Better priorities which sets out to create a better opportunity for a strong and successful recovery.</p> <p>The Plan is a 'live' document and may be amended over time as circumstances changes and new issues arise. Meeting the challenges caused by the Covid pandemic and ensuring an effective recovery will not be easy and will require a strong partnership approach to tackle the issues facing the local economy through to recovery and beyond.</p> <p>The Plan covers the following themes:</p> <ul style="list-style-type: none"> -Business Support and Sustainable Job Creation -Transition Preparedness -Green Economy and Sustainable Job Creation -Sustainable Jobs and Skills Growth for local residents -Inward Investment and Sustainable Job Creation -Funding and Growth -Strategic Sites Development and Job Creation -Improved Town Centres for Residents and Businesses -Increase Visitor Economy <p>The Transition Preparedness Group is currently inviting proposals from service leads for utilising the remaining Preparedness Funding granted to local authorities from the government. This funding can be used to support service delivery that will ensure Trafford's economy can adapt to the changes that arise through Brexit. Those proposals that are taken forward and approved by the Council will aid the delivery of the Inclusive Economy Recovery Plan.</p>
9	Breach of health and	3	5	15 Medium	↔	<ul style="list-style-type: none"> • Covid Safe risk management measures remain in place to protect staff wellbeing and

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	<p>safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations.</p> <p>(Strategy and Resources / Finance and Governance).</p>				No change	<p>business continuity, even with Government Plan B restrictions eased, due to continuing high levels of the Omicron variant regionally and nationally. Reintegration will be managed in line with Public Health advice and government guidance. Measures continue to be supported by the testing and vaccination programmes.</p> <ul style="list-style-type: none"> • The risk management strategies include managing occupancy rates to allow for Covid Safe controls to remain effective and manage transmission, hybrid work style to support occupancy rates and staff wellbeing, COVID safe building measures for distancing, hygiene, face coverings and ventilation, access to PPE where required. Covid rapid testing available for all front line staff from TTH combined with a test and trace local system and refocused mental wellbeing support. • 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 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. • Online training available to support managers and schools in ensuring staff are competent to undertake tasks/role.

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						<ul style="list-style-type: none"> • 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, Welfare and Security issues relating to the Council's Corporate and Let Estate through Corporate Landlord and associated focused audits and reviews. 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.
10	<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>	3	5	15 Medium	↔ No change	<p>Safeguarding children is an area of Council responsibility that requires constant high levels of vigilance to guard against the risk of harm or abuse to children that could have been prevented through early help, identification, assessment and support.</p> <p>Trafford Children's Services was inspected under the Inspection Local Authority Children's Service Framework in March 2019 and received an overall rating of inadequate. The sub-judgements were Requires Improvement for children in need of protection, Requires Improvement for children in care and care-leavers and Inadequate for Leadership. Following this judgement a number of actions are in place:</p> <ul style="list-style-type: none"> • An Improvement Board has continued to be in place with an Independent Chair (DfE) and attended by senior politicians and senior officers from the Council and key partners. • A full and comprehensive Improvement Plan is being implemented, this is continually reviewed and updated in line with our internal findings from quality assurance • Progress towards improvement continues to be monitored by the Department of Education regularly through the

Risk	Strategic Risk Title / (Directorate / Portfolio)	Likelihood (1-5) (A)	Impact (1-5) (B)	Risk Score (A x B)	Change in Risk Score	Comments
						<p>Involvement of our Improvement Advisor and DfE link officer.</p> <ul style="list-style-type: none"> • Most recent DfE review has been undertaken in January 2022 but we have not yet received the final report. The latest report from the Chair of Improvement Board February 2022: <i>“...have appropriate plans for improvement and clear ambitions and priorities, and have maintained this commitment throughout the pandemic” (Ofsted letter 2.11.21). In summary, Trafford has solid foundations in place and now, together with partners, needs to relentlessly focus on the quality of practice and the difference it makes to each child’s life. A successful workforce strategy is central to this in terms of stabilising the workforce through positive recruitment and retention strategies and there is evidence this is now beginning to have impact. I am confident that they will be able to do this over the coming months.</i> • We continue to provide fortnightly assurance data. Meetings continues to take place with DfE regarding LA response to vulnerable children during the Covid pandemic. Our performance relating to visits to children open to CSC, vulnerable children attending school has been consistently strong during the past several months. The DfE report that they are assured that we are seeing our children are safe. • Ofsted conducted a Monitoring Visit in September 2021, which was published in November 2021 and has been presented at CYP Scrutiny Committee. They found that leaders have an accurate picture of the service through effective governance and reporting. There has been instability in the social work workforce which is compounded by weaknesses in first line management and oversight by Safeguarding Children Unit (Conference Chairs) meaning that there has been an impact upon children in terms of drift and delay. There were no cases formally raised where children were felt to be at risk during the visit. • The Quality Assurance framework is embedded across the service which is

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						<p>contributing to an accurate view about the quality of practice and identifying actions required to further improve.</p> <ul style="list-style-type: none"> • The Service Re-design was implemented from 4th October 2021. Workers are now in move into their new teams. • During Covid-19 we have maintained processes to focus on keeping children safe and maintaining placement stability for our cared for children. Our 'Sit-Reps' show an improving picture of resilience in all services (average 80%). This was challenging over the festive period particularly in our Residential Services. There have been regular Incident meetings and sub-groups to ensure safe delivery of practice. We have issued guidance and reminders to staff, initiated an extensive Work from Home programme, used a monitoring process to measure our performance and continued with key aspects of our Improvement Journey.
11	<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 / Finance and Governance)</p>	3	5	15 Medium	↔ No change	<p>The Council is subject to cyber-attacks daily, but a range of technical solutions and processes are in place to protect Trafford's IT systems and data. The volume and level of sophistication of these attacks is increasing so the Council needs to continuously review and improve how it protects systems and data. The National Cyber Security Centre reported increased cyber threats during the COVID-19 crisis as criminals take advantage of vulnerabilities.</p> <p>In relation to events in and around Ukraine, the National Cyber Security Centre (NCSC) is not aware of any current specific threats to UK organisations. The Council's IT and Digital Service will be monitoring risks over the coming weeks and months. The NCSC has called on organisations in the UK to bolster their online defences and we are doing what we can in relation to this which will include communications and raising awareness of staff.</p> <p>We encounter multiple attacks daily so even though there is the potential of an increased threat, we would expect our defences to protect</p>

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						<p>us in most instances. Our view is that the impact score remains at 5 (very high / extreme) but likelihood of an attack being successful remains 3 (medium). Risks will continue to be monitored and risk levels reviewed if intelligence emerges of targeted attacks on the UK.</p> <p>The increase in home working poses security challenges, but solutions have been put in place to maintain cyber security. The rollout of Microsoft Teams and the Pulse Virtual Private Network (VPN) have helped protect the Council's data and systems.</p> <p>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 detailed assessment of the Council's and CCG's cyber security technical solutions and processes was completed in 2020 by Internal Audit. Response to the recommendations was delayed due to the Covid-19 crisis. Responses have now been provided and the final report completed. An improvement plan has been agreed and activities allocated to the IT teams.</p> <p>Delivery of the improvement plan has been slow, and aspects are paused due to capacity challenges. Funding for an additional temporary IT Security Manager post was agreed in 2021 but three attempts to recruit have been unsuccessful. Options to fill the cyber security capacity and skills gaps within the existing IT & Digital service are being considered, so that the improvement plan can be delivered, and cyber security risks further mitigated.</p> <p>Other controls and activities are:</p> <ul style="list-style-type: none"> An internal cyber security group meets monthly to review and manage the Council and CCG's cyber defences and processes. Progress against the audit review recommendations is monitored at the meetings.

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						<ul style="list-style-type: none"> IT Managers have attended the National Cyber Security Centre / iNetwork Cyber Resilience Training Programme. Trafford is actively sharing information about potential cyber threats with partners including the North West Warning, Advice and Reporting Point (WARP) and nationally with the NHS CareCert service. The Network People (TNP) provide Trafford Council with specialist security advice to help develop, manage, and monitor Trafford's security defences and incident response. 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 was extended for another year running through to July 2022. 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. 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. The IT & Digital Service will work with directorates and business areas to identify alternative solutions so that the risk can be removed.
12	Delay in completing the Business Continuity (BC) Programme Project, resulting in an increased risk that the Council may	3	5	15 Medium	↔ No change (See comments)	<p>A report was presented to CLT to note the delays in progressing the Council's Business Continuity (BC) Plan and the actions required to move this work forward. This included the support needed for Council wide commitment to the development of a BCP and for the identification of a project resource.</p> <p>The report also highlighted the inter dependency between the Council's IT Disaster Recovery Plan (DRP - managed by the IT and Digital Service)</p>

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	<p>fail to deliver Council services in the event of significant disruption.</p> <p>(Authority-wide)</p>					<p>and individual services' Business Continuity Plans. A separate report by the Chief Digital Officer, was also presented to CLT in September 2021 updating on the work to date and planned actions in relation to development of a DRP and to strengthen cyber security.</p> <p>Following this meeting the BC Programme was relaunched, with the Director of Growth & Regulatory Services assigned as the Senior Responsible Officer (SRO), Emergency Planning Manager as Programme Manager, project management resource provided by the Modernisation Team and subject matter expertise from the GM CCRU. A project plan was drawn up, based on the following timeframe:</p> <p>Phase 1 Staff engagement & governance (Aug – Oct 2021). Briefing paper to CLT due 3rd November</p> <p>Phase 2 BIA workshops & clinics (Oct - Dec 2021). Starting with Place and moving to Adults, Corporate Strategy and Children's.</p> <p>Phase 3 Development & testing of BCPs (Jan -Mar 2022). Further details have been provided to the Audit Team on how these support delivery of the outstanding audit recommendations.</p> <p>Phases 1 & 2 of the BC Programme have been completed, with Phase 3 now underway the work scheduled to be completed by the second half of April 2022. Internal Audit will continue to monitor progress, and following completion of the programme it is proposed that a post implementation review will be conducted by Audit in Quarter 1 2022/23. This will provide additional assurance to support the Annual Governance Statement Improvement Plan, Strategic Risk Register and the NHS DSPT self-assessment.</p> <p>Please also refer to comments relating to Risk 2 COVID-19 and Risk 11 'Cyber Security Attack'.</p> <p>With the above developments it is expected that the overall risk level should reduce and a possible reduction in risk score will be</p>

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						considered as the programme progresses through the rest of 2021/22.						
13	Asset Investment Strategy (Finance & Systems / Finance and Governance).	3	5	15 Medium	↔ No change	<ul style="list-style-type: none"> In February 2022 the Council agreed to a continuation of the Investment Fund of £500m. To date £371m of commitments have been made. Gross returns from the investments are used to cover the cost of any borrowing required to support the investment, provide for debt repayment and also contribute to a risk reserve. This investment to date has already provided a net benefit to support the revenue budget of £1.67m, £3.12m and £6.37m in 2018/19, 2019/20 and 2020/21 respectively and is projected to contribute £6.27m in 2021/22. The returns in 2021/22 are approximately £1.4m lower than originally forecast and the specific reasons for this relate predominantly to the impact of the Covid-19 pandemic on some of our key town centre retail asset acquisitions and also the impact on income when investments are repaid caused by timing differences in identifying new investments to provide a replacement revenue stream. More specific detail is provided in the period 8 budget monitoring report presented to Executive in January. The revenue budget for 2021/22 and 2022/23 assumes a level of net income from the Asset Investment Strategy of £7.6m. This is a challenging target and therefore in later years of the MTFP this has been reduced down by £1.5m in 20/23/24 and a further £0.5m in 2024/25. The level of the investment fund will be reviewed as part of the budget setting for the 2023/24 budget. It will be important that sufficient headroom is left in the fund to cover the cost of a number of planned regeneration schemes in the borough. A list of the current commitments as at 23/2/22 is detailed below:- <table border="1" data-bbox="971 1730 1598 1892"> <thead> <tr> <th>Asset Investment Fund</th> <th>Total £m</th> </tr> </thead> <tbody> <tr> <td>Total Investment Fund</td> <td>500.00</td> </tr> <tr> <td>Property Purchase:</td> <td></td> </tr> </tbody> </table>	Asset Investment Fund	Total £m	Total Investment Fund	500.00	Property Purchase:	
Asset Investment Fund	Total £m											
Total Investment Fund	500.00											
Property Purchase:												

					Sonova House, Warrington	12.17
					DSG, Preston	17.39
					Grafton Centre incl. Travelodge Hotel, Altrincham	10.84
					The Fort, Wigan	13.93
					Sainsbury's, Altrincham	25.59
					Sub Total	79.92
					Property Development:	
					Sale Magistrates Court	4.80
					Brown Street, Hale	8.82
					Former sorting office, Lacy Street, Stretford	0.96
					GMP Site, Chester Rd, Old Trafford	0.64
					Care Home Purchase	2.23
					Various Development Sites	0.54
					Sub Total	18.00
					Equity:	
					Stretford Mall, Equity	8.82
					K Site, Stretford Equity	12.25
					Stamford Quarter, Equity	24.94
					Sub Total	46.01
					Development Debt:	
					Bruntwood; K site	12.15
					Bruntwood Shopping Centre	33.82
					CIS Building, Manchester	60.00
					The Hut Group	67.50
					Castle Irwell, Salford	19.00
					Castle Irwell Phase 2	12.00
					Hale Library Redevelopment	4.60
					Sub Total	209.07
					Total Capital Investment	353.00
					Albert Estate Investment	17.62
					Total Investment	370.62
					Balance available	129.38
					<ul style="list-style-type: none"> 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. Each year all investments are reviewed as part of a risk assessment process by our advisors together with an annual valuation. This review takes account of the rental market, financial health of the tenants and 	

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						<p>whether anything is likely to impact on future income streams. Since the outbreak of Covid-19 more frequent reviews have been undertaken to identify the potential risk to income streams. The impact is mitigated to some extent due to the broad range of asset classes in the Council's portfolio, including offices, retail and industrial assets. The vast majority of income is derived from tenants that are considered to be low, or below average, risk according to credit agencies Experian and Dunn and Bradstreet. In respect of the loan portfolio, these are made at prudent loan to value levels and to borrowers of good covenant.</p> <ul style="list-style-type: none"> • The annual revaluation exercise is used to determine if an appropriate 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. • Further risk mitigation is being undertaken through the bolstering 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). The reserve level was £5.98m as at 31/3/21. • All investments are scrutinised by an Investment Management Board which includes cross-party representation. • When evaluating potential opportunities 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. • Coronavirus has had a marked impact on global economies with a significant impact on stock markets worldwide and cuts in interest rates. The impact of this on the Council's investments has been closely monitored and regular updates have been received from our external advisors. It is inevitable that there has been an impact on rental streams, particularly from some of our town centre

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						<p>investments. This impact has been closely monitored and reported through the Council's bi-monthly financial reporting process.</p> <ul style="list-style-type: none"> As certain investments are repaid the programme relies on these being replaced by suitable alternatives. The budget for 2021/22 assumes that new schemes will deliver £3m of benefit. Should this not occur, pressure will be faced in the annual revenue budget. This risk has been partially mitigated by the inclusion of a balance within the calculation of the minimum level of General Reserve, based on an assumed risk that 25% may not be delivered. As part of the Asset Investment Programme, the Council has entered into three joint venture arrangement with Bruntwood Works to acquire three key sites in the Borough, namely the former Kellogg's HQ site in Old Trafford, Stretford Mall and the Stamford Quarter. The primary reason for acquisition of the assets was for regeneration and no assumptions are included in the budget for any additional income from the assets to support Council services. Significant master planning and options appraisal work is currently being undertaken around each assets and further updates will be provided to the Executive throughout the course of the year.
14	<p>Loss / absence and retention of senior managers to the organisation.</p> <p>(Strategy and Resources / Finance and Governance).</p>	3	5	15	↔ No change	<ul style="list-style-type: none"> Strengthening of the senior leadership team – through introduction of Assistant Director level posts to aid succession planning for senior leadership roles. Professional coaching is available for all managers/senior managers across the organisation to support them in leading and engaging their staff through transformational change and/or to support leaders with their health and wellbeing. An EPIC People Manager offer is in place to ensure managers are conversant with all People management responsibilities. We also offer a range of fully funded apprenticeships/qualifications from Operational to Senior Leadership (Level 7/MBA) and variety of apprenticeships at level

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						<p>6 in role specific areas to support development.</p> <ul style="list-style-type: none"> • A succession planning strategy approach helps to retain key skills, whilst up-skilling staff to take on higher graded roles. This approach has yielded several internal succession appointments. Successors will continue to 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. • A refreshed performance management approach to the PDR process has been developed and launched. The framework makes clear reference to career development conversations (Broaden, Deepen, Step Up), which should support us to identify senior management potential early. • Trafford Let's Talk Leaders events are run regularly and are an opportunity for senior leaders to hear from our corporate leaders, keynote speakers, benefit from networking opportunities and sharing learning. Attendance also includes any colleagues stepping up or if relevant to their development. • EPIC values and a supporting behaviour framework have been developed in line with Trafford's vision aligned to corporate priorities. • Pro-active attendance management strategy developed and will be rolled out across Trafford with and EPIC manager Module to support the implementation of knowledge and skills. • A Health & Well-being strategy is in place with actions to maintain and improve employee morale and well-being. • Corporate Wellbeing Principles have been defined and regularly promoted along with support and resources advertised on our newly created health, safety and wellbeing pages. • Internal resources available to bespoke development plans for senior leaders identified at risk or potential for future/ready for growth.

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				8		<ul style="list-style-type: none"> Our next Engagement Survey will take place in June 2022. Analysis of the results from this survey at senior leadership level will help identify areas of focus and further actions/support required.
15	<p>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.</p> <p>(Adult Services / Adult Social Care).</p>	2	4	8 Low	Decrease in Risk Score ↓	<ul style="list-style-type: none"> The risk score has reduced in likelihood due to a number of improvements to the safeguarding practice over the last 12 months; The Safeguarding Hub was launched on the 7th of June 2021, creating one central point for all safeguarding referrals into Adult Social Care. The Safeguarding Hub will also be responsible for managing organisational safeguarding and complex safeguarding issues such as self-neglect and hoarding, coercion and control, and capacitated adults who are making unwise decisions where the risk is remaining or increasing and previous attempts to engage have failed. The Safeguarding Hub will also represent ASC at multi-agency meetings such as the Daily Risk Meeting, MARAC, MAPPA, and Prevent. The process of handling provider concern notifications is more focused on reporting higher numbers of low level concerns and providing rich data across the care market. Provider concern data is routinely reviewed in the Joint Quality Improvement Board to detect trends and provide a coordinated partnership response to adverse reporting through support and prevention in the first instance. We have established a devoted Adult Protection phoneline for members of the public to directly contact social care to raise safeguarding concerns. Work has commenced on developing the newly implemented Adult Safeguarding Hub into a multiagency safeguarding hub which aims to include GMP, IDVAs, Probation, GMMH, Health, Drug and Alcohol Services, and Housing within the service to provide a holistic multi agency response to safeguarding concerns.

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						<ul style="list-style-type: none"> • Daily Risk Meetings, for the optimum management of individual cases, takes place with ASC, GMP, Children Social Care, Mental Health, and Achieve (Drug & Alcohol Service). This enhanced information sharing provides a multi-agency review of cases attended by the police in the previous 24 hours. • All safeguarding referrals received are triaged using a written risk assessment on receipt by the Adult Safeguarding Hub. • Considerable work completed on incoming safeguarding referrals resulting in significant improvement in the timeliness of allocation. • Learning Lessons from adverse cases through Safeguarding Adult Review Panel (SAR) and Adult Learning and Improvement Committee (LIC) disseminated to staff across Adult Social Care (ASC). • We have an internal joint Legal and Social Care Coroners process embedded in to practice, this is being reviewed for effectiveness throughout 2022 • Targeted monitoring areas set by DASS and co-chairs of Joint Quality Improvement Board where concerns re quality or safety of providers is highlighted through usual reporting mechanisms. • Joint chairing arrangements introduced for MARAC as part of the MARAC review completed. A task and finish group is in place monitoring the effectiveness of the revised arrangements. • Response to Safeguarding Adult Review from the TSSP to optimise “lessons learnt” has been strengthened and includes managerial representation at strategic meetings that manage multi-agency safeguarding (DASS and JQIB), greater emphasis on practice change and embedding new ways of working.