

## TRAFFORD COUNCIL

**Report to:** Accounts and Audit Committee  
**Date:** 21<sup>st</sup> June 2023  
**Report for:** Discussion  
**Report of:** Audit and Assurance Manager

### Report Title

**Strategic Risk Register 2023/24 (June 2023 update)**

### Summary

**The Accounts and Audit Committee is asked to consider this report which provides an update on the strategic risk environment, setting out developments relating to the management of each of the Council's strategic risks.**

### Recommendation

**The Accounts and Audit Committee notes the report.**

### Contact person for access to background papers and further information:

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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 May/early June 2023 for each risk unless otherwise stated.

## **THE STRATEGIC RISK ENVIRONMENT – RISK EXPOSURE AND PERFORMANCE MANAGEMENT**

- 2.1 CLT agree the risks to be included in the strategic risk register and provide updates on risks under their remit.
- 2.2 This report contains an update on each of the strategic risks, including recent developments, progress made in managing each risk and further plans.
- 2.3 In terms of changes since the last strategic risk update reported in March 2023, there has been a decrease in the risk score for one of the risks:
  - Risk 14 (Significant disruption as a consequence of COVID-19 and winter pressures) which shows a decrease from a risk score of 12 (Medium) to 8 (Low).
- 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 16 strategic risks which are set out in Section 3.
- 2.5 As part of the Accounts and Audit Committee work programme, in addition to strategic risk register updates through the year, further updates on specific risks within the strategic risk register will be considered as part of planning future agenda items for the Accounts and Audit Committee work programme.

2.6 **Comparison of Risk Levels March 2023 and June 2023**

**IMPACT** **Risk Levels – March 2023**

Very High (5)		7	4	
High (4)	1	1	1	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 – June 2023**

Very High(5)		7	4	
High (4)	2		1	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 (June 2023)

Red (High Risk)	Amber (Medium Risk)	Green (Low Risk)
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Risk Number 1	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Continuing uncertainty regarding the Council's medium term financial position given the reliance that exists on support from Central Government, cost pressures within the existing budget (compounded by the current high levels of inflation) and major changes that are planned concerning the reform of local government funding (Fair Funding) and the review of the business rate retention system with a planned full reset potentially in 2025/26 and uncertainty of the sharing arrangements of the 100% GM retention scheme. (Finance & Systems / Finance and Governance).	4	5	20 High	↔ No Change
<b>Corporate Priorities</b>	All			
<b>Existing Controls and Risk Mitigation</b>	<p>Regular budget bi-monthly monitoring to the Executive, covering all aspects of the Council's budget, including revenue, capital programme and investment strategy, prudential indicators, reserves, collection fund and school budgets.</p> <p>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.</p> <p>Recurrent pressures identified from in-year budget monitoring are fed into the Medium Term Financial Strategy (MTFS) and as such are reflected with the 2023/24 budget and later years</p> <p>Implementation and compliance of CIPFA Financial Management Code</p> <p>A robust Medium Term Financial Strategy and Plan covering a detailed period of 3 years and plus 2 at high level to accommodate a time period of 5 years to highlight the longer term uncertainty and delays in the Fairer Funding review and business rates reset and impact of COVID-19. THE MTFP is updated on a regular basis throughout the year and is a key tool in preparation of the draft and final budget papers.</p> <p>Review of earmarked reserves on a triannual basis (draft and final budget preparation and closedown). Review covers adequacy and robustness of each reserve.</p>			

<p><b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).</p>	<p>In respect of 2022/23 the outturn position was a net underspend of £56k despite having been a projected overspend of £4.97m at period 8. A change in the MRP policy was agreed at February 2023 Budget Council and released sufficient to address a large element of the current deficit.</p> <p>Balanced budget proposals for 2023/24 presented to Council in February. Addressed a number of unresolved budget pressures identified in 2022/23 monitoring (e.g. Home to School Transport).</p> <p>Remaining budget gap of £6.95m and £10.13m in 2024/25 and 2025/26 respectively as at February 2023. Draft MTFP has been updated to reflect 2023/24 pressures (additional cost of provisional pay award over budget, base pressures in Supporting People). The concern is that the stubbornly high levels of inflation will adversely impact this position. It is important that the focus of the Finance and Change Programme remains on balancing the budget over the medium term. Given the reliance on “corporate” solutions in previous years, more focus will inevitably need to be placed on the making savings on more forward facing services in order to meet future budget gaps.</p> <p>First round of budget workshops for 2024/26 with Exec/CLT has been scheduled for July 2023. Updated gap will be presented and initial business cases discussed.</p> <p>Extension of the 100% Rates Pilot has been confirmed for ten years but uncertainty on rates reset and sharing agreement with GM remains.</p> <p>In respect of the school budgets and the Dedicated Schools grants, whilst these are kept separate from the Council’s budget, they are showing a growing deficit position such that by 2025/26 this could be as high as £8.3m, fuelled largely by the increasing pressures on the High Needs budget. Government announced SEND and Alternative Provision strategy in March 2023. Further resource of £2.6bn was announced to address pressures. Pilot authorities to be engaged in regional partnerships to explore improvements prior to legislation being introduced.</p>
<p><b>Further Actions Required / Planned</b></p>	<p>All necessary management action needs to continue for the foreseeable future given the ongoing budget gap. Inflation pressures (pay award, energy inflation) continue to remain high and are likely to add to budget pressures. Whilst some element of earmarked reserve was created to offset the impact of the ongoing budget gap and inflationary pressures the strategy has been to minimise the use of reserves in 2022/23 to maintain a cushion of reserves to support the financial planning for 2023/24 onwards.</p> <p>The Council is a participant of the F20 Group (20 lowest funded Councils) and engagement is progressing with DLUHC to raise the issues facing with the current method used to distribute resources.</p> <p>The outlook beyond 2023/24 is still extremely challenging and the Finance and Change Board will need to develop plans to closely monitor the savings programme delivery for 2023/24 and also develop a programmed approach to the identification of a robust savings programme to address the remaining budget gap for 2024/25 and 2025/26.</p> <p>Officers need to continue to work with the DfE to identify solutions to control the rising DSG deficit.</p>

Risk Number 2		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
<b>Climate Change Emergency (Place / Sustainability and Climate Change)</b>		5	4	20 High	↔ No Change
<b>Corporate Priorities</b>	Addressing our Climate Emergency				
<b>Existing Controls and Risk Mitigation</b>	Climate Change can be addressed firstly through adaption - actions that designed to promote greater resilience to more extreme weather events. Secondly it can be addressed through mitigation – actions that are intended to slow or avoid the more severe climatic impacts. These are primarily focussed on reductions in local Carbon Emissions. It should be noted that The UK accounts for around 2% of global emissions and Trafford will be a small fraction of that. Alone Borough actions cannot possibly hope to affect Climate change – however our effectiveness will come via influencing and leadership to affect wider change.				
<b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).	<p>Work has been completed on two studies for the greening of Trafford Park; these were reported to the Executive in March</p> <p>First phase of feasibility on the Civic Quarter Heat Network has been completed – with Consultants presenting their findings on 5 June.</p> <p>Further work ongoing on the development of EV infrastructure - 17 charge points installed and a further 30 are planned in 2023.</p> <p>Your Home Better: 'Willing to Pay' Home Energy Improvements launched May 2022</p> <p>Programme of active travel schemes also underway.</p>				
<b>Further Actions Required / Planned</b>	<p>Planned actions include:</p> <p>Develop and begin delivery of a One Trafford Partnership Decarbonisation Plan</p> <p>Local area Energy Plan to be developed further</p> <p>Deliver Public Sector Decarbonisation Scheme on Altrincham Leisure Centre</p> <p>Launch of Energy Company Obligation phase 4 funded Home Energy Improvements</p>				

	<p>Prepare a pipeline of projects to decarbonisation the corporate estate</p> <p>Net Zero Trafford Park: Develop a delivery plan based on the Greening &amp; Low Carbon Trafford Park studies</p>				
<b>Risk Number 3</b>		<b>Likelihood (L)</b>	<b>Impact (I)</b>	<b>Risk Score (L x I)</b>  High Medium Low	<b>Change in Risk Score</b>
<p>Trafford Council must ensure that it and 3<sup>rd</sup> parties acting on their behalf are handling personal/ sensitive and commercial data securely both in technology and physical terms and in accordance with legislation and Trafford Council's policies and procedures.</p> <p>The following areas of risk have been identified:</p> <ul style="list-style-type: none"> <li>• Compliance risks</li> <li>• SAR delays</li> <li>• FOI compliance</li> <li>• Data breaches</li> <li>• Mandatory Training</li> </ul> <p><b>(Legal and Governance) / Finance and Governance)</b></p>		4	5	20 High	↔ No Change
<b>Corporate Priorities</b>	All				
<b>Existing Controls and Risk Mitigation</b>	<ul style="list-style-type: none"> <li>• Reviews of data incidents: to identify problem areas; and to implement controls to mitigate against reoccurrence.</li> <li>• Mandatory Data Protection and Information Security training modules are in place.</li> <li>• 'Basic' data protection training is in place for staff who do not process personal data in the course of their roles.</li> <li>• DSP Toolkit submission for 2023. This annual activity forms part of the IG annual work plan.</li> <li>• The Council has a Senior Information Risk Owner (SIRO) and Data protection Officer (DPO) to provide independence on the effectiveness of the Council's data protection controls.</li> <li>• A revised security incident management policy to account for the legislative changes has been produced and available to staff on the IG intranet.</li> </ul>				

**Update (May 2023)**  
(Recent actions, performance updates, developments, emerging issues etc).

- Reviews of data incidents: to identify problem areas; and to implement controls to mitigate against reoccurrence.
  - Data breach reports are being reviewed and authorised by the Head of Legal & Governance to ensure overview and consistency of outcomes and recommendations.
- Mandatory Data Protection and Information Security training modules are in place.
- 'Basic' data protection training is in place for staff who do not process personal data in the course of their roles.
  - The service has been working with Workforce and Core Strategy to maximise engagement and overall compliance with the mandatory training across the Council.
  - The service has been working with Workforce and Core Strategy to understand and identify responsibility for the training requirements of shared NHS and school staff in respect of data security matters.
  - The Council plans to introduce a new training dashboard in May 2023 and a new Training IT system in May 2024 (May 24), which will enable compliance to be more accurately monitored and promoted.
- DSP Toolkit submission for 2023. This annual activity forms part of the IG annual work plan.
  - Discussion and preparation is underway by key stakeholders across the Council to ensure prompt submission.
- Resources and structure of the team has been reviewed with a view to improving resilience and support for the service.
  - The service redesign is progressing and once complete, will address the current lack of capacity to implement significant change.
- Project team established to undertake a full service review.
- As part of the service review, the project team to develop and implement a full programme plan addressing each identified area of risk and measures to control/mitigate those risks.
  - IG Action Plan & Project Timeline created and fortnightly meetings in place to ensure regular review.
- The IAB to be reviewed in respect of role and remit and to be re-established.
  - The service is exploring this with Workforce and Core Strategy.
  - Outline plan/initial thoughts: propose each department nominates an IG Champion to take ownership of all IG issues within the department, full terms of reference to be agreed, information campaign to pitch requirements to service leads, selection/recruitment and post recruitment training for IGCs.
- Timeliness of FOI requests in 2023 against the annual target of 95% set by the ICO:
  - Q1 – 78%
  - Q2 – 72%
  - Q3 – 71%
  - Q4 – 69%
- Not all SAR and FOI requests are processed centrally by the IG team. The Place and Children's Social Care Directorates process their own enquiries which are sent out in the name of individual Directors. The individual requests and

	<p>supporting information are not held centrally but are held on the systems used by those directorates. There is currently no mechanism in place to secure oversight of these processes, deadlines and timelines of responses being provided by individual directorates.</p> <ul style="list-style-type: none"> <li>○ As part of the Microsoft 365/Dynamics 365 migration process, discussions are underway between key stakeholders across the Council and as part of those discussions, digital solutions are being explored to improve and automate processes where possible to accurately measure and improve performance.</li> </ul> <ul style="list-style-type: none"> <li>• Records management. <ul style="list-style-type: none"> <li>○ As part of the Microsoft 365/ Dynamics 365 migration process, discussions are underway between key stakeholders across the Council in respect of retention policies and data archiving policies insofar as they relate to digital data.</li> <li>○ The ICT service has captured SharePoint retention requirements from services across the Council as part of this ongoing work.</li> </ul> </li> </ul>
<p><b>Further Actions Required / Planned</b></p>	<ul style="list-style-type: none"> <li>• Mandatory Data Protection and Information Security training modules – work continues to maximise compliance across the Council as identified above.</li> <li>• DSP Toolkit submission for 2023 – work is ongoing to ensure prompt compliance with the 2023 submission.</li> <li>• The service redesign continues to be progressed and recruitment activity as part of that process will address the current lack of capacity, which is impacting upon the ability to implement significant change. Steps are being taken as identified above to improve performance within current resource capabilities.</li> <li>• The project team continue to develop the review of the IG team function and monitor this on a regular basis as identified above.</li> <li>• The project team continue to explore the creation of IG champions across the Council to emulate the function of the IAB and the merits of its reestablishment.</li> <li>• Work is ongoing in connection with the Microsoft 365/ Dynamics 365 migration process as identified above.</li> <li>• Quarterly reporting on Data matters to CLT to be restarted.</li> </ul>

Risk Number 4	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
<p><b>Demand for school places under-estimated and/ or additional school places are not delivered to satisfy increased demand.</b></p> <p><b>(Children's Services / Children's Services).</b></p>	4	5	20 High	↔ No Change
<b>Corporate Priorities</b>	Reducing health inequalities / Supporting people out of poverty			
<b>Existing Controls and Risk Mitigation</b>	<ul style="list-style-type: none"> <li>• Thorough review based on GP population data undertaken each year taking into account migration, recent and planned housing developments.</li> <li>• The Education and Early Years Capital Report, giving the analysis of and projecting the increased demand for school places is now being implemented and is updated annually.</li> <li>• Briefings to Leader, Portfolio Holder and Corporate Director</li> </ul>			
<p><b>Update (June 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).</p>	<p><b>Primary Places:</b> In the normal admissions round for entry into reception in September 2023 there were sufficient places for our residents with surplus places in all areas.</p> <p>However the surge of in-year applications continues to have an impact on primary places and has created pressure in the secondary sector as children move up.</p> <ul style="list-style-type: none"> <li>• In Years 2, 4, 5 and 6 every school in Sale East is full and additional children have been admitted above the published admission number. There is only 1 vacancy in Y1.</li> <li>• In Years 3, 5 and 6 every school in Sale West is full and additional children have been admitted above the published admission number.</li> <li>• In Years 5 and 6 every school in Altrincham is full and additional children have been admitted above the published admission number.</li> <li>• This means that there are insufficient places in these year groups in Sale and Altrincham.</li> <li>• 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.</li> <li>• After implementation of a range of measures to increase capacity, Altrincham now has vacancies in every other year group.</li> </ul> <p><b>Secondary Places</b></p>			

	<p>In the normal admissions round for entry into Y7 in September 2023 there was just enough capacity to offer a place to everyone who applied. However, 191 Trafford children, predominantly resident in Altrincham and Sale, could not be allocated places at any of their preferred schools and were allocated places at the nearest school with a vacancy. 110 of these places were in other areas of Trafford. At the end of the allocation every secondary school in Trafford was full and many schools allocated places above their published capacity.</p>
<p><b>Further Actions Required / Planned</b></p>	<p><b>Actions</b>  School Places &amp; Capital Board 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"> <li>• Capital scheme underway at Altrincham College to create an additional 60 places per year group. This was originally scheduled to deliver places from September 2024 but project challenges mean this may now be September 2025.</li> <li>• School rebuild monies secured for Sale High School and Stretford Grammar School.</li> <li>• Capital scheme at Firs Primary School to create 30 additional places per year group from February 2023 in Sale West.</li> <li>• Proposals underway to permanently expand Templemoor Infant School and Moorlands Junior School in Sale East to create 30 additional places per year group from September 2023. 30 places in Y5 brought online in temporary accommodation from September 2022.</li> <li>• Proposal underway to permanently expand Willows Primary School in Altrincham by 15 places per year group from September 2023. 15 additional places have been created as an emergency measure in Years 5 and 6 ahead of the permanent expansion.</li> <li>• 30 additional places in Y4 and 30 in Y5 brought online November 2022 and 30 places in Y2 scheduled for January 2023 at Broadheath Primary School in Altrincham.</li> <li>• Additional 30 temporary places in Y5/Y6 in bulge class at Broomwood Primary School in Altrincham.</li> <li>• Additional 30 temporary places in Y5/Y6 in bulge class at Woodheys Primary School in Sale West through conversion of specialist space. Option to extend this arrangement for further 2 years from September 2023.</li> <li>• 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.</li> <li>• Annually review catchment areas for primary schools to ensure that the available places are targeted most effectively.</li> <li>• Regular meetings with DfE Place Planning Teams to monitor sufficiency and impact of inbound migration.</li> <li>• Exploration of provision of new secondary school in Sale/Altrincham area took pace but not feasible.</li> <li>• 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.</li> <li>• Tailored application advice for Altrincham and Sale parents in the transfer cohort for September 2023 helped secure Y7 places for Trafford residents and robust communication strategy developed. Will be replicated for September 2024 cohort.</li> </ul>

Risk Number 5	Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
<b>Leisure Services</b> (Place/ Authority wide)	4	5	20 High	↔ No Change
<b>Corporate Priorities</b>	Reducing Health Inequalities / Addressing our climate crisis			
<b>Existing Controls and Risk Mitigation</b>	<p>In February 2022 Executive approved £52.1m into the capital programme to cover the costs of the proposed refurbishment of Altrincham, Sale and Stretford Leisure Centres. Subsequent Executive budget monitoring reports have increased this budget to £56.2m to include for assumed grant funding of £1.3m from Sport England and £2.8m funding relating to the Public Sector Decarbonisation Scheme (PSDS), both relating to Altrincham Leisure Centre. Following the completion of RIBA stage 4 in March 2023, the capital refurbishment budget for Altrincham excluding grant funded PSDS is £20m and in line with the budget agreed by the Executive.</p> <p>The revenue budget approved by Council in February 2022 included support to Trafford Leisure (CIC) of £1.1m for a full range of leisure provision for 2022/23 and over the medium term. This includes an ongoing annual revenue budget of £700k supported by use of reserves accumulated from prior years. This also includes the identification and funding of revenue costs to support business disruption during the leisure centre refurbishment programme. Due to increases in interest rates, affecting the cost of borrowing related to the redevelopment schemes, it is likely that additional subsidy from the Council will be required in future years. To mitigate this risk the Council is working with Trafford Leisure on an ongoing basis to reduce this subsidisation, which has seen the forecasted subsidisation of 22/23 reduced from £1.2m to a re-forecasted deficit of £325k as of March 2023. This is a reduction in the forecasted deficit of £865k.</p> <p>To further mitigate this risk, the Council is working to reduce the ongoing subsidisation of Trafford Leisure through developing a revised operating agreement that will ensure the necessary governance and reporting mechanisms are in place including, legal and financial agreements, property leases and service standards. Service outcomes will be aligned to the wider strategic objectives of the Council.</p>			
<b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).	<p>Sport England have confirmed £1.3m of grant funds to support the refurbishment of Altrincham Leisure Centre.</p> <p>The Department for Levelling Up has confirmed £18.3m of grant funding to support the refurbishment of Partington Sports Village.</p> <p>The government are currently being lobbied nationally to extend support to Leisure Centres due to rising fuel prices and impact on swimming provision</p>			

	<p>A successful planning application was received for the proposal to place an additional 3G football pitch on Partington Sports Village. This has further been supported by final approval from the Football Foundations Board of Trustees for the grant. This is a grant award of £800k towards the total project cost of £1.04m. The 3G pitch will support the health and wellbeing outcomes for the locality and provide an additional revenue for Trafford Leisure.</p> <p>In February 23 the Council executive approved Stretford Leisure Centre to follow Altrincham Leisure centre in the phasing of the leisure investment programme, and that it progresses to the next stage of pre-construction (public consultation and RIBA stage 3).</p> <p>Work to progress the revised Operating Agreement between Trafford Leisure and the council is ongoing.</p>			
<p><b>Further Actions Required / Planned</b></p>	<p>The council has agreed on a deficit position for Trafford Leisure in 23/24 and this includes an agreement on Pay Award to support the attainment of Trafford Leisure as a Real Living Wage employer.</p> <p>A key risk across the investment period has been the financial impact on Trafford Leisure and the ability to maintain business continuity of service provision during the works through a robust displacement programme. With phasing on the Leisure Investment programme now confirmed and using the 23/24 agreed budget position, an independent Leisure Consultant (Max Associates) will be conducting a 5 year business plan across the leisure estate. This will help provide assumptions on the subsidy required over this period.</p> <p>In autumn of 2023, PSDS funding will become available for applications. Leisure sites including Stretford and Partington will be put forward as part of a wider portfolio of Council assets to benefit from this scheme.</p>			
<p><b>Risk Number 6</b></p>	<p>Likelihood (L)</p>	<p>Impact (I)</p>	<p>Risk Score (L x I)</p> <p>High Medium Low</p>	<p>Change in Risk Score</p>
<p><b>Economic Uncertainty (Place / Authority-wide)</b></p>	<p>4</p>	<p>4</p>	<p>16 High</p>	<p>↔ No Change</p>
<p><b>Corporate Priorities</b></p>	<p>All</p>			

<p><b>Existing Controls and Risk Mitigation</b></p>	<p>The Council has developed three new Corporate Priorities and as such there has been a requirement to amend the Inclusive Economy and Recovery Plan to reflect the new Corporate Priorities. The new Plan, the Inclusive Economy Delivery Plan, (considered and agreed by the Executive on the 20 February 2023) maintains the Council's commitment to support businesses to grow and for communities to develop and become resilient. The new Plan has a strong focus on addressing the causes and effects of poverty on residents and seeks to strengthen support for the VCFSE Sector in their support for the most vulnerable residents. As part of supporting businesses within the borough, a successful bid was made under the UK Shared Prosperity Fund Communities and Place Intervention theme which seeks finance to carry out a range of projects across the Council. There is just under £1.8m available to the Council to cover years 2023/24 and 2024/25. At present, due to delays from central government, the Council is still awaiting sign off of its credible plan which will release the funding to deliver the associated projects.</p> <p>As part of the Council's support for businesses, a key focus of activity will be updating the Council's Invest in Trafford website to provide guidance and information to businesses on adapting to new ways of working through Brexit transition with a particular focus on attracting inward investment and exports. As part of the preparedness funding received from Government to help mitigate the effects of Brexit, a series of activities have been identified to spend remaining Brexit finances which will help ensure that businesses and communities in Trafford benefit from any new opportunities that are presented.</p>
<p><b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).</p>	<p>The Council was notified in late December that it had indicatively been awarded in the region of £1.77 million to deliver against projects contained within the Communities and Place Investment Priority from the UK Shared Prosperity Fund, this will enable a range of projects to be delivered within Trafford that support both businesses and communities during the cost of living crisis. The Council has submitted a credible plan to GMCA which in turn will submit all GM authorities' credible plans to government and upon central government sign off will release finances to the Council. The delays in this area have meant the project timelines and funding profiles have required amending. In addition, the Council has been informed that it is not allowed to demonstrate any carry forward of in year funding which presents challenges in the way projects can be structured and delivered.</p> <p>In addition, the new Inclusive Economy Delivery Plan has been agreed and continues to be monitored and updated on a monthly basis. The Inclusive Economy Delivery Plan concentrates on supporting businesses, residents and Trafford's communities and has a strong focus on addressing poverty and climate change.</p> <p>The new Inclusive Economy Delivery Plan replaces the previous Inclusive Economy Recovery Plan which saw 97% of actions either completed or on target.</p>
<p><b>Further Actions Required / Planned</b></p>	<p>Delivering against the actions contained within the new Inclusive Economy Delivery Plan will be a key focus over the next two years and the successful delivery against the Plan's actions will be key in mitigating the risks around economic uncertainty.</p> <p>The Plan is a 'live' document and may be amended over time as circumstances changes and new issues arise.</p>

Risk Number 7		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
<p><b>Impact of Statutory Inspections (Authority-wide)</b></p> <p>Ofsted have conducted Inspections of Local Authority Children Services since 2018 using an agreed framework which is now well established. Local Authority Adult Social Care Departments will be subject to an inspection regime from the Care Quality Commission (CQC) commencing from April 2023, with the first inspections taking place from October 2023 using a newly developed framework. It is also proposed that Integrated Care Systems will be subject to CQC inspection under the 2022 Health and Care Act with each Integrated Care Board (ICB) being reviewed to consider how health and social care work together. This is not yet in place but may come on stream during the back end of 2023/4 – a draft framework has been issued by the CQC.</p> <p>Though all three of the inspections are proposed to be carried out independently of each other, there is natural overlap between. Should the outcome of a statutory inspection deem a service to be rated inadequate, then it can have significant reputational risk for the Council (and health partners). It will also have significant financial impact on the Councils Medium Term Financial Plan if additional resources are required to rectify areas identified as requiring immediate improvement by the inspection regime.</p> <p>Ultimately, if the failure is deemed to be catastrophic, then the Government has powers to mandate that appointed Commissioners are sent into the Council to directly oversee the functions identified as being inadequate.</p>		3	5	15 Medium	↔ No Change
<b>Corporate Priorities</b>	All				
<b>Existing Controls and Risk Mitigation</b>	<ul style="list-style-type: none"> <li>• Significant experience of the Ofsted inspection framework in Children and Young People Services. Systems and processes in place to self-assess against the framework.</li> <li>• Governance in place to ensure activity takes place to demonstrate compliance and continuous improvement in all areas of Children's services.</li> <li>• Adult Social Care have carried out a self-assessment against the proposed CQC framework. A Quality Lead has been appointed to oversee the CQC inspection readiness activity linked to existing continuous improvement programme – Improving Lives Every day. An additional staff member has also been seconded into the Quality team to conduct case file audits, working closely with the Quality Lead and Principal Social Worker.</li> <li>• The risks will be monitored and covered in future budget setting and monitoring reports.</li> </ul>				

<p><b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).</p>	<p>Whilst following recent announcements some planned reforms are now subject to delay, the Council is expected to be subject to external inspections in respect of both Children's Services (SEND Review) and Adults Social Care (CQC Inspection). Planning work is being undertaken in both areas as inspections are due during 2023/4.</p> <p>CQC Inspection:-</p> <ul style="list-style-type: none"> <li>• Regular monitoring of progress against the <i>Improving Lives Every day programme</i></li> <li>• A further update of the CQC self-assessment is to take place in April 2023 following deep dives into the various service areas that make up the Directorate to inform/refresh content.</li> <li>• A peer review has been commissioned from the LGA for 26-28 September 2023 to test the robustness and accuracy of the self-assessment and to identify areas for further improvement prior to any formal inspection from CQC.</li> </ul> <p>SEND Review:-</p> <ul style="list-style-type: none"> <li>• Creation of a revised SEND Board and new chair to become Green Paper compliant</li> <li>• Data cleansing work being undertaken; current capacity to monitor and analyse data is under review</li> </ul>				
<p><b>Further Actions Required / Planned</b></p>	<p>See above.</p>				
<p><b>Risk Number 8</b></p>		<p>Likelihood (L)</p>	<p>Impact (I)</p>	<p>Risk Score (L x I)</p> <p>High Medium Low</p>	<p>Change in Risk Score</p>
<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>		<p>3</p>	<p>5</p>	<p>15 Medium</p>	<p>↔ No Change</p>
<p><b>Corporate Priorities</b></p>	<p>All</p>				

<b>Existing Controls and Risk Mitigation</b>	<ul style="list-style-type: none"> <li>Contract commenced on 4<sup>th</sup> July 2015.</li> <li>Task and Finish Working Group reported to Exec in Feb 2019.</li> <li>Appraisal into future service delivery models conducted in July 2019</li> <li>Review of all council governance on the contract has been undertaken</li> <li>Governance structure in place to oversee service delivery at a strategic and operational level.</li> <li>Business Continuity Plan in place but is being reviewed to reflect current issues.</li> </ul>			
<b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).	<ul style="list-style-type: none"> <li>Currently commenced 7 year review of all contract services to improve systems, processes and communication within the contract – Update to Council due July 23</li> <li>Reviewed the work programme which includes service improvement plans, cyclical plans for all transactional services, health and safety risk assessments and methods of working. refresh of all business continuity plans to ensure services are maintained in the event of planned or unplanned events.</li> <li>Reorganisation of Client team has been completed. This has strengthened resilience and knowledge base and increased capacity to deliver projects.</li> </ul>			
<b>Further Actions Required / Planned</b>	<p>7 year Review to be finished with improved governance for the contract taking into account improved working relationship</p> <p>As part of 7 year review complete reorganisation by TUPE of recycling team back from Amey on June 1<sup>st</sup> 2023.</p>			
<b>Risk Number 9</b>	<b>Likelihood (L)</b>	<b>Impact (I)</b>	<b>Risk Score (L x I)</b>  High Medium Low	<b>Change in Risk Score</b>
<b>Breach of health and safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations.</b>  <b>(Strategy and Resources / Finance and Governance)</b>	3	5	<b>15</b> <b>Medium</b>	↔ <b>No Change</b>
<b>Corporate Priorities</b>	All			
<b>Existing Controls and Risk Mitigation</b>	<ul style="list-style-type: none"> <li>Corporate Health and Safety Management System in place</li> <li>Corporate Health and Safety Policy and guidance</li> <li>'Your Safety, Your Wellbeing' health and safety initiative in place to support effective health and safety management</li> <li>Six month and annual report to CLT/ JCP and Council. Quarterly JCC reports</li> <li>Health and Safety Improvement Plan reviewed annually</li> <li>Robust incident monitoring and investigation</li> <li>Competent HSU advisory service</li> </ul>			

	<ul style="list-style-type: none"> <li>• Proactive services and school audit programme</li> <li>• Specialist fire safety and moving and handling support in place</li> <li>• Ongoing programme of staff training</li> <li>• Monitoring arrangements for contractors including the One Trafford Partnership</li> </ul> <p>Delivery of employee health and wellbeing strategy</p>				
<b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).	<ul style="list-style-type: none"> <li>• The current HSE health and safety investigation into a major fatality incident within the borough by the HSE has now concluded. The investigation was supported by the relevant Service, Legal Services, Health and Safety Unit and Insurance Services. The HSE have confirmed that no further action is to be taken against the Council arising from incident. Outcomes and recommendations by the HSE and internal Health and Safety Unit investigation are being progressed by the Service.</li> <li>• The Corporate Health and Safety Policy has been reviewed and updated to ensure it reflects current arrangements</li> <li>• A refreshed Trafford Internal Security Review Group has been established to identify and manage interventions for the safety and security of staff in our Trafford buildings from volatile and aggressive behaviour.</li> </ul>				
<b>Further Actions Required / Planned</b>	<ul style="list-style-type: none"> <li>• Continued delivery of the schools' health and safety SLA audit programme and service audits as prioritised under the 'Your Safety, Your Wellbeing' initiative.</li> </ul>				
<b>Risk Number 10</b>		<b>Likelihood (L)</b>	<b>Impact (I)</b>	<b>Risk Score (L x I)</b>  High Medium Low	<b>Change in Risk Score</b>
<b>The Council does not fulfil its statutory duties and all accompanying policy requirements in terms of identifying and safeguarding vulnerable children.</b>  <b>(Children's Services / Children's Services)</b>		3	5	15 <b>Medium</b>	↔ <b>No Change</b>
<b>Corporate Priorities</b>	Reducing health inequalities / Supporting people out of poverty				

<b>Existing Controls and Risk Mitigation</b>	<p>Ambitions for Children Board and Ambitions Plan</p> <p>Chief Executive and Lead Member Assurance Meetings in place</p> <p>TSSP Governance strengthened</p> <p>Policy, Procedures and Guidance in Place</p> <p>Performance Management, Quality Assurance &amp; Supervision Framework in place</p> <p>Investing in Our People Strategy continually reviewed</p> <p>Organisational Development Programme in relation to Social Work Practice and Oversight in place</p>
<b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).	<p>The OFSTED ILAC inspection over 3 weeks in November and December 2022 across the range of Early Help &amp; Children's Social Care services judged that the service was no longer Inadequate. This was published in January 2023. The report highlights many areas of good and improving practice. However, there were 6 specific recommendations. An Action Plan highlighting how we are progressing these recommendations was submitted to OSFETD on 12<sup>th</sup> May 2023.</p> <p>In February 2023 the Improvement Notice has been lifted as a result Trafford are no longer subject to statutory intervention although a year of support will continue.</p> <p>A new Ambitions for Children Board has been established which will be chaired by Leader of the Council. A refresh of the Ambitions Plan has been undertaken alongside the Performance Scorecard which incorporates the areas highlighted during the inspection.</p> <p>A Quality Assurance framework is in place which brings together a focus on performance, identifies trends and patterns which is then supported by the implementation of the workforce development strategy. This is underpinned by Directorate and Service Plans that brings a focus on improving quality of practice, performance and engagement with stakeholders.</p>
<b>Further Actions Required / Planned</b>	<p>Ambitions for Children Board first meeting to take place</p> <p>Specific Improvement Plans have been developed to cover the issues raised in the OFSTED Inspection which are relevant to safeguarding, assurance meetings are being established to ensure continued focus and line of sight.</p> <ul style="list-style-type: none"> <li>• Quality of Out of Hours provision (Emergency Duty Team)</li> <li>• Support to homeless 16/17-year-olds</li> <li>• Supervision</li> </ul>

Risk Number 11		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
<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 &amp; Systems / Finance and Governance)</p>		3	5	15 Medium	↔ No Change
Corporate Priorities	All				
Existing Controls and Risk Mitigation	<ul style="list-style-type: none"> <li>The Council has partnered with an experienced security provider (The Networking People (TNP)) who provide consultation, strategy, and technical steer on all aspects of ICT Security. TNP have detailed processes for data security which are accredited to ISO27001. Their Information Security Management System (ISMS) is audited annually to ensure continuing compliance.</li> <li>The Council continues to maintain its compliance to data and cyber security frameworks such as the Payment Card Industry (PCI) Framework and the Data Security and Protection Toolkit.</li> <li>All Desktop Services are now running Windows 10 which is locked down to a Trafford standard build to avoid further deployment of non-standard software.</li> <li>Encryption defence is installed on all devices.</li> <li>Use of memory sticks and external devices is restricted, and any device will be encrypted.</li> <li>Enforcement of an Acceptable Use Policy across the Council.</li> <li>The Council continues to maintain the best practices set out by Central Government and keeps abreast of current Security trends via 3<sup>rd</sup> party consultancy and membership of external bodies e.g., Northwest Warning, Advice and Reporting Point (WARP).</li> <li>The Council has partnered with an external company to provide online mandatory training courses that all staff must take and pass within a given time frame. These courses include but are not limited to: Data Protection Act 1998; Fraud Awareness; Freedom of Information Act 2000 &amp; Information Security.</li> <li>An internal cyber security group meets monthly to review and manage the Council's cyber defences and processes. Progress against the audit review recommendations is monitored at the meetings.</li> <li>IT Managers have attended the National Cyber Security Centre / iNetwork Cyber Resilience Training Programme.</li> </ul>				

	<ul style="list-style-type: none"> <li>• A phishing awareness campaign began during 2021 to provide employees and Councillors with ongoing security awareness training. The campaign has successfully raised awareness of phishing risks and continues to run as phishing is one of the main threats.</li> <li>• The IT &amp; Digital Service have undertaken a cyber audit on the Trafford IT environment in conjunction with the Department for Levelling Up, Housing and Communities (DLUHC). A Cyber Treatment Plan has been agreed following the audit, with planned improvement supported by funding. One of the main improvements is a Cloud backup storage solution which was procured in August 2022. This provides offsite secure backups to allow recovery in the event of a cyber-attack and ensure our M365 hosted data is also backed up. We are in the final stages of implementation with the majority of the Council's data now being backed up via the cloud solution.</li> <li>• Audits have identified applications exist on the Trafford network that are no longer supported by the software vendor. The unsupported applications are therefore not protected from the latest security threats. Work continues upgrading, replacing, or decommissioning unsupported applications but this will be an ongoing activity.</li> <li>• Creation of an internal Cyber Security Team and recruitment to the two posts was completed in December 2022.</li> </ul>
<p><b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).</p>	<p>IT and Digital are currently in the process of procuring a vulnerability scanner which will help with identifying areas of improvement with our IT security and web applications. It will also assist with meeting the requirements of the frameworks we monitor against such as Cyber Assessment Framework (CAF), Cyber Essentials+, and the Data Security and Protection toolkit (DSPT). This will also strengthen our yearly Public Service Network (PSN) assessment as we can proactively monitor, triage, and remediate against vulnerabilities both internally and on our web facing assets.</p> <p>Improvements are being made with how IT administrators' passwords are managed. This will reduce risk in how we manage our passwords and apply resilience to our system security.</p> <p>The Council experienced an increase in malicious scripts that complete high volumes of online forms with spurious information. The intention is to disrupt Council services by overloading the website. The reCAPTCHA service has been added to many of the online forms which checks that it is a human trying to complete the form and therefore blocks the malicious scripts.</p> <p>The 2023 DSPT assessment work is progressing well. We recently submitted our auditable assertions, and we are now working our way through a high number of non-auditable assertions ready to submit in June. The IT and Digital teams are working through the assertions and demonstrating key security controls and plans of improvement where needed.</p>

<b>Further Actions Required / Planned</b>	<p>The business case for investment in an Automated Policy and Compliance Manager solution is to be developed and considered.</p> <p>Work will continue developing an Unsupported Software Register for the Council to better control the maintenance and control of software accessible on the Council networks. A solution called Nessus Tenable SC may be used to capture and monitor the status.</p> <p>Investigations into Identity Access Management will be progressed focussed on our Microsoft Active Directory environment.</p> <p>Further progress will be made with implementing the Council's Security Information and Event Management (SIEM) tool on our incumbent product called FortiSiem. A second phase will transfer to the Microsoft Sentinel tool which will provide a more integrated solution.</p>			
<b>Risk Number 12</b>	<b>Likelihood (L)</b>	<b>Impact (I)</b>	<b>Risk Score (L x I)</b>  <b>High</b> <b>Medium</b> <b>Low</b>	<b>Change in Risk Score</b>
<b>Asset Investment Strategy (Finance &amp; Systems / Finance and Governance).</b>	<b>3</b>	<b>5</b>	<b>15</b> <b>Medium</b>	<b>↔</b> <b>No Change</b>
<b>Corporate Priorities</b>	All			
<b>Existing Controls and Risk Mitigation</b>	<p>Approval of acquisitions and investments is made by the Investment Management Board following technical due diligence by external property advisors CBRE, supplemented by cost consultants, valuers and legal advice.</p> <p>Performance monitoring will be undertaken for all investments on a regular basis, looking at the current market conditions, tenant strength and also an annual valuation of the asset. Monitoring is reported to both the Executive and the Investment Management Board.</p> <p>Annual provision will be set aside from the rental income for repayment of debt, together with an element transferred to a risk reserve.</p> <p>In the event of an adverse movement in asset values then consideration will be given to make further charges to the revenue budget.</p> <p>Compliance with the Prudential Code and adherence to statutory guidance.</p>			

	<p>The Council has three joint ventures with Bruntwood and governance arrangements have been developed for these. A Partnership Board exists with equal representation from the Council and JV partner. Cashflow and business plan information is also regularly reported to the Board. Information is also provided separately to the Council's Executive on the trading performance of each Company.</p>				
<p><b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).</p>	<p>As part of the annual budget setting an updated Investment Strategy was approved by the Council in February 2023. This included a number of relatively minor amendments and maintained the key objective of the Strategy to support regeneration with a priority to in-borough projects.</p> <p>The most recent budget monitor reported to Executive in March 2023 reported an improvement to the current year net income which is now forecast at £5.7m with a total level of committed investments of £311m; this included a number of new investments that have been approved by the Investment Management Board in recent months.</p> <p>Reappointed CBRE through a procurement process as the Council's investment advisors for the next 3 years.</p>				
<p>Further Actions Required / Planned</p>	<p>To continue to review the impact the range of investments is having on the Council's cashflows and borrowing strategy, particularly in light of increases in the Council's borrowing rates from the PWLB over the latter part of 2022/23.</p> <p>To continue to seek new opportunities to support further regeneration and to provide additional income to achieve budget targets.</p> <p>A number of potential investment opportunities are currently subject to due diligence and final approval for a number of schemes will be sought from Investment Management Board over the next few months.</p>				
<p><b>Risk Number 13</b></p>					
		<b>Likelihood (L)</b>	<b>Impact (I)</b>	<b>Risk Score (L x I)</b>  High Medium Low	<b>Change in Risk Score</b>
<p><b>Loss / absence and retention of staff within the organisation. (Strategy and Resources / Finance and Governance).</b></p>		3	5	<b>15</b> <b>Medium</b>	↔ <b>No Change</b>
<p><b>Corporate Priorities</b></p>	<p>All</p>				
<p><b>Existing Controls and Risk Mitigation</b></p>	<ul style="list-style-type: none"> <li>▪ People Strategy framed around employee journey and 4 pillars, Attract &amp; Recruit, Engage &amp; Sustain, Grow &amp; Develop and Sustain.</li> <li>▪ CLT Monthly Workforce Report.</li> </ul>				

	<ul style="list-style-type: none"> <li>▪ HRBP continuous review of leadership structure and creation of new senior management roles and interim arrangements to ensure sufficient breadth of leadership capacity and succession.</li> <li>▪ Executive Search Framework in place.</li> <li>▪ Succession planning strategy implemented for business critical &amp; senior posts.</li> <li>▪ Strengthening of the senior leadership team- introduction of new Corporate and Directorate level posts to strengthen leadership capacity.</li> <li>▪ Opportunity for permanent recruitment for critical posts, with relocation available to ensure the widest candidate base.</li> <li>▪ Smart working styles and flexible working.</li> <li>▪ Recognition of high performers through various schemes (Cheers for Peers, EPIC Star &amp; Time to Shine Awards)</li> <li>▪ Access to SOLACE development programme for rising stars to aid succession planning and talent management.</li> <li>▪ Fully funded Leadership and management development/qualification available e.g. Operational Manager to MBA Level.</li> <li>▪ Health &amp; Well-being strategy in place.</li> <li>▪ ‘Your Safety, Your Wellbeing’, campaign launched to refocus on the steps we should all be taking to finish the working day, safe and well every day.</li> <li>▪ Robust wellbeing offer with tools support in place.</li> <li>▪ Support (OD) to design bespoke personal development plans for senior leaders identified at “risk” or potential for the future/ready for growth.</li> <li>▪ Coaching strategy &amp; offer in place to support personal and professional development.</li> <li>▪ One to one development and wellbeing coaching available to senior managers.</li> <li>▪ b- Heard Engagement Survey and analysis of results at senior leadership level supports to identify areas of attention and focus.</li> <li>▪ Leaders Let’s Talk Sessions relaunched in face to face to support senior leadership engagement.</li> <li>▪ Performance Management framework in place (Check-in’s) supporting conversations around wellbeing, performance and career development.</li> </ul>
<p><b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).</p>	<ul style="list-style-type: none"> <li>▪ Refresh of the people strategy and engagement sessions (including senior managers) ongoing.</li> <li>▪ Development of a more formalised succession planning approach is currently underway. To identify a pool of talent along with development plans to step up into positions as required and adopts a proactive/planning approach.</li> <li>▪ HR toolkit Training for Managers is being developed focusing on supporting and developing training around some of the key policies e.g. attendance management, investigatory skills, Fixed term Contract Training.</li> <li>▪ Bespoke piece of work to be completed post b-heard survey with senior leaders focusing on wellbeing. Bespoke piece of work to be completed post b-heard survey with senior leaders focusing on wellbeing.</li> </ul>
<p><b>Further Actions Required / Planned</b></p>	<ul style="list-style-type: none"> <li>▪ Relaunch of People strategy, Planned Sept 2023.</li> <li>▪ Framework &amp; approach developed and embedded (talent and succession).</li> <li>▪ Outline and deploy training.</li> <li>▪ Actions developed and implemented from bespoke Senior Leadership b-Heard workshop.</li> </ul>

Risk Number 14		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
Significant disruption as a consequence of COVID-19 and winter pressures (Authority-Wide)		2	4	8 Low	Risk Reduced ↓
<b>Corporate Priorities</b>	Reducing health inequalities				
<b>Existing Controls and Risk Mitigation</b>	We no longer have any dedicated resources to reduce the risk of Covid, or to respond to any outbreaks. However, by and large we are now seeing high levels of both acquired and natural immunity, and we are continuing to offer regular vaccination to high risk groups. We continue to support care homes with infection prevention control measures, and in the absence of a new variant with high morbidity/mortality and high rates of vaccine escape, we are moving into endemic management.				
<b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).	<p>Since the last update in February 2023, all dedicated resources for management of Covid-19 have been withdrawn.</p> <p>The risk score remains at low to medium, recognising the continued risk of new COVID variants and potential challenges next winter. Rates continue to fluctuate, although in the summer the risk of co-infection with co-circulating flu and other infections, reduces.</p> <p>All project level risks have been reviewed, with residual risks assigned to appropriate owners. Business continuity plans have also been revised.</p> <p>New hybrid working practices have been established to support ways of working for our staff.</p>				
<b>Further Actions Required / Planned</b>	As predicted in February, with the reduction in dedicated resources along with the reduction in rates, the likelihood of a significant outbreak has reduced but the impact, should this occur, would be high.				

Risk Number 15		Likelihood (L)	Impact (I)	Risk Score (L x I) High Medium Low	Change in Risk Score
<b>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.</b> <b>(Adult Services / Adult Social Care)</b>		2	4	8 Low	↔ No Change
<b>Corporate Priorities</b>	Reducing health inequalities, Supporting people out of poverty				
<b>Existing Controls and Risk Mitigation</b>	<p>A range of mitigating controls have been put in place including:</p> <ul style="list-style-type: none"> <li>Establishing a Safeguarding Hub June 2021 to create one central point for all safeguarding referrals into Adult Social Care. The Safeguarding Hub also represents ASC at multi-agency meetings such as the Daily Risk Meeting, MARAC, MAPPA, and Prevent for consistency of approach</li> <li>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.</li> <li>A devoted Adult Protection phoneline for members of the public to directly contact social care to raise safeguarding concerns.</li> <li>Daily Risk Meetings, for the optimum management of individual cases, takes place with ASC, GMP, Children Social Care, Mental Health, and Achieve (Drug &amp; Alcohol Service). This enhanced information sharing provides a multi-agency review of cases</li> </ul>				
<b>Update (June 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).	Since last update further changes to in relation to operational practice of safeguarding practice have been made. Following a review and consultation with staff a decision was made that the safeguarding hub would focus on safeguarding issues that involved provider services. This has led to a number of benefits that ensures themes are picked up in provider services relating to safeguarding issues.				
<b>Further Actions Required / Planned</b>	<p>No further actions are planned in relation to operational safeguarding.</p> <p>The directorate has actions planned in relation to strategic safeguarding and the statutory duty to have a well- functioning Safeguarding Adults Board. Actions include:</p> <ul style="list-style-type: none"> <li>Appoint Safeguarding Adults Board Business Manager</li> <li>Review membership of the SAB</li> </ul>				

	<ul style="list-style-type: none"> <li>Review strategic priorities of the SAB</li> <li>Review sub-groups of the SAB</li> </ul> <p>It is recommended that the risk stays on the risk register whilst the strategic safeguarding risks relating to a fully functioning Safeguarding Adults Board is addressed.</p> <p>However, it is advised that the overall risk will remain due to the nature of safeguarding work where there is always a level of risk.</p>				
<b>Risk Number 16</b>		<b>Likelihood (L)</b>	<b>Impact (I)</b>	<b>Risk Score (L x I) High Medium Low</b>	<b>Change in Risk Score</b>
<b>Delay in completing the Business Continuity (BC) Programme Project, resulting in an increased risk that the Council may fail to deliver Council services in the event of significant disruption.</b>		<b>2</b>	<b>3</b>	<b>6 Low</b>	<b>↔ No Change</b>
<b>(Authority-wide)</b>					
<b>Corporate Priorities</b>	<b>All</b>				
<b>Existing Controls and Risk Mitigation</b>	Corporate Business Continuity Plan and Policy in place, updated 2022. All services provided a Business Continuity Service Lead (BCSL) as a Single Point of Contact. BCSL's offered and received a one to one session to complete Business Impact Analyses (BIAs) and Business Continuity Plans (BCPs). CLT sighted on all work undertaken and have full agreement. Testing of plans undertaken, and recommendations shared with BCSL's. Business continuity shared portal established, and all plans and documents stored on a SharePoint.				
<b>Update (May 2023)</b> (Recent actions, performance updates, developments, emerging issues etc).	Service leads have been contacted in April in order to progress the 2023 update of the Business Impact assessments and Business Continuity Plans – as both need to be 'living' documents taking account of changes in circumstance and risk. The lessons of the 'Mighty Oak Exercise' on a national power outage need to be factored into this process. Services who were unable to complete BIAs and BCPs in 2022 have been approached to facilitate completion this year.				
<b>Further Actions Required / Planned</b>	Further consideration regards progressing action plan in respect of audit recommendations made.  Annual review of all BIAs and BCPs will need to be completed and signed off by relevant senior officers.				

