

Corporate Risk Register (including Growth & Reform risks) 2017/18

<i>Risk Title & Description</i>	<i>Risk Impact</i>	<i>Owner (CD / HoS)</i>	<i>Existing Controls</i>	<i>Likelihood (1,2,3)</i>	<i>Impact (1,2,3)</i>	<i>Current Risk Rating (Score H/M/L)</i>	<i>Emerging risks & opportunities</i>	<i>Commentary (Q1)</i>
<p>1. Governance Inadequate governance arrangements.</p>	<p>Decision making not lawful, with decisions challenged and/or reversed by courts and delays in key actions.</p> <p>Progress on specific projects is not viewed strategically, impacting on ability of Growth and Reform programme to deliver on the scale and timing required.</p> <p>Projects not delivered within agreed timescales meaning that savings need to be found from other budgets or from reserves.</p> <p>Conflict or duplication between project outcomes.</p>	<p>Laureen Donnan</p> <p>(Steve Skelton / Celia Tierney)</p>	<ul style="list-style-type: none"> Strengthened decision making arrangements within new Council Constitution & Local Code of Governance, and enhanced role of monitoring officer following review. Robust programme and project management around the Growth and Reform programme, including Working Papers, Business Cases and Programme Board. Action Plan from Annual Governance Statement Increased transparency and understanding of 	1	2	Low	<p>GM Devolution arrangements, plus development of complex partnership / collaboration / commissioning models.</p>	<p>Following a comprehensive review, a revised Council Constitution and Local Code of Governance was adopted at the Annual Council Meeting in May. New arrangements in place also ensure that all decisions are reviewed by the Monitoring Officer ahead of reports being published.</p> <p>In March, the Audit Committee considered the draft Internal Audit Plan and Internal Audit Charter for 2017/18, along with proposed arrangements for completing the 2016/17 Annual Governance Statement. The Statement of Accounts is being audited in June ahead of presentation to Committee in July, alongside the final Annual Governance Statement.</p>

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	<p>Delays in timescales for decision and budget approvals across different governance arrangements.</p> <p>Decision making at GM-level becomes complex and bureaucratic, leading to a loss of ownership at local level, lack of understanding of local needs and inability to realise benefits from investment.</p>		GM governance, along with ability to influence GM agenda through formal and informal networks, and involvement in PSR pilots.					
<p>2. Evidence Base</p> <p>Lack of a robust evidence base to support key decisions.</p>	<p>Ineffective use of business intelligence, resulting in inability to identify and respond to changing trends and inform strategic investment decisions.</p> <p>Impact on strategic planning, understanding and management of demand eg around demographics and</p>	<p>Laureen Donnan</p> <p>(Steve Skelton)</p>	<ul style="list-style-type: none"> • BI Enabler Strategy for Stockport Together • Information sharing agreements and protocols • New BI function established • P&R Framework • Digital by Design • Information Management Strategy. 	1	2	Low	<p>Borough Plan evidence base</p> <p>Early Adopters</p> <p>Digital enablers</p>	<p>A Business Intelligence Strategy for Stockport Together is being jointly developed by the Council and NHS partners, externally facilitated by Thought Works. The BI Enabler aims to improve alignment and information sharing across the partnership, including applications, infrastructure, tools, and best practice to enable access to and analysis</p>

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	<p>ageing population profile.</p> <p>Key operational information not shared within the Council or across agencies in a timely way.</p> <p>Lack of understanding and articulation of, and commitment to inclusion across the Council and local partnerships, leading to under-resourcing of key activity and failure to join up services at a local level.</p>		<ul style="list-style-type: none"> • JSNA and other needs assessments. • Cost-Benefit models • Strengthened political leadership and partnership governance. • Learning from Early Adopter pilots to inform service integration 					<p>of information to improve and optimise decisions and performance.</p> <p>A Strategic Assessment has recently been carried out for the Safer Stockport Partnership (SSP), identifying key themes and threats across 9 distinct neighbourhoods in Stockport. This will be used to develop a new Strategic Plan for the SSP which will also align to the Mayor's Police and Crime Plan for Greater Manchester.</p>
<p>3. Change Management</p> <p>Organisational cultures and other barriers impact on ability to manage and</p>	<p>Insufficient capacity, skills and expertise to deliver reform programmes and complex change, resulting in further pressure on existing</p>	<p>Laureen Donnan (SS / Sue Williams)</p>	<ul style="list-style-type: none"> • Corporate prioritisation and phasing of reform programme • Reserves policy • Double-running and other 	<p>1</p>	<p>2</p>	<p>Low</p>	<p>Enablers and Early Adopter pilots in Brinnington and Heaton</p>	<p>The Growth and Reform programme continues to be developed, including enabling projects such as Digital by Design, Working with Communities, Joined-Up Services and Income Generation.</p>

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implement change effectively.	<p>services and increased costs.</p> <p>Productivity and service continuity affected during implementation of changes from IIS and Reform programme.</p> <p>Services unable to provide the required level of input into enabling schemes.</p> <p>An unstable, demotivated workforce at a time of change.</p> <p>Failure to co-produce strategies and approaches to inclusion with residents, making it difficult to build relationships and trust with local communities.</p>		<p>transitional arrangements.</p> <ul style="list-style-type: none"> • Staff briefing sessions. • Line management support for affected staff. • Business Impact Assessments and Business Continuity Plan • New models of engagement and and co-production with community and voluntary sector. • Learning from Early Adopter pilots 					<p>The Council has used its reserves in order to fund transitional arrangements and facilitate ‘double running’ of some services where major changes are being put in place.</p> <p>In the coming year we propose early involvement of the risk and audit function at the planning stage of key change projects.</p>
4. External	External factors (central government policy, funding changes or legal		<ul style="list-style-type: none"> • Responding to consultation papers and monitoring of 	2	2	Medium	Hung Parliament	The Council is closely involved in driving and influencing regional policy through the

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Ability to influence external factors.	<p>challenge) impact negatively on key policy objectives.</p> <p>Negative impact of central government reforms eg on social care and education provision.</p> <p>Loss of EU funding (esp ESF) impacting on employment programmes and local labour markets following Brexit.</p>	Chief Executive (SS / Celia Tierney)	<p>new legislation and statutory duties.</p> <ul style="list-style-type: none"> Active involvement in AGMA / GMCA and regional partners, eg through regional adoption agency. Input to GM Public Service Reform programme. Early Adopters and pilot projects Impact assessments undertaken including financial forecasts and modelling. Legal input and advice obtained where required. Exploration of alternative funding options and dialogue with employers to promote corporate 				<p>and NOC of Council</p> <p>Brexit</p> <p>GMCA and GM Mayor</p> <p>Public Service Reform</p> <p>GM Review of Children's Services</p>	GMCA and following the election of Andy Burnham as GM Mayor. The Council Leader has recently been appointed as the Green City Lead for GM. Members and officers continue to play a key role through a range of national and regional working groups, including a number of influential pilot projects.

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			social responsibility and social value.					
5. Financial Failure to deliver MTFP (savings targets and balanced budget).	<p>Savings are not achieved, inaccurate or duplicated by multiple projects, thereby impacting on current and future budgets and affecting the levels of savings required on other projects.</p> <p>Reduced external funding (eg Public Health Grant, FE Funding) and related local budget pressures impacting on capacity to deliver preventative services and planned changes.</p> <p>Insufficient return on investments, with new developments not let or occupied, or occupiers unable to meet rental charges for council</p>	Michael Cullen	<ul style="list-style-type: none"> Robust monitoring and governance arrangements, including independent challenge. Reserves Policy Income Generation Overall impact of savings progress of all projects regularly reviewed. Effective financial management through Medium Term Financial Strategy, Treasury Management and Growth & Reform Programme. MTFP Summer Review 2017 Collaborative approach across AGMA and lobbying 	2	3	High	<p>Medium Term Financial settlement</p> <p>Bus. Rate retention</p> <p>Devolved H&SC and skills funding at GM level</p>	<p>The 2017/18 Budget was approved by the Council Meeting in February, and the CPRR is reporting a revenue budget surplus for 2016/17, with over 80% of permanent savings delivered. A review of the MTFP is to take place this summer and will inform medium term growth and reform plans.</p> <p>The Business Rate Retention Pilot is also underway across Greater Manchester from April, whilst a number of projects are aimed at enabling the Council to increase its external income in order to be self-funding by 2020.</p>

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	<p>properties, impacting on Business Rate collection, reduced income to Council and ability to fund capital spend.</p> <p>Over-use of reserves, with services reliant on reserves to meet budget future deficits, leaving Council exposed to financial risk and failure to deliver MTFP.</p> <p>Inability to generate additional income or compete for commercial contracts.</p>		<p>at sub-regional level.</p> <ul style="list-style-type: none"> • Marketing of new developments • Market intelligence and analysis • Commercial expertise within Traded Services 					
<p>6. Delivering growth</p> <p>Failure to deliver key strategic, regeneration and capital</p>	<p>Failure or delay in key programmes e.g. A6 to Airport link road, TCAP and highways capital programmes impacting on growth objectives and local economy, eg in reducing congestion,</p>	<p>Caroline Simpson</p> <p>(Nicola Turner)</p>	<ul style="list-style-type: none"> • Inclusive Growth programme • Agreed deadlines are realistic and achievable. • Regular updates provided by project leads. 	1	3	Medium	<p>GM Spatial Framework</p> <p>Business Improvement District</p>	<p>A new approach to Inclusive Growth continues to be developed with partners, and this is supported by a range of employment schemes. The vast majority of the £240m Capital Programme for 2016/17 has been delivered,</p>

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investment programmes.	<p>increased employment, GVA etc.</p> <p>Short term impact of major infrastructure projects, with roadworks, congestion and reduced parking affecting town centre.</p> <p>Insufficient funding and land supply, combined with planning policies impacting on ability to deliver new housing developments.</p> <p>Delays within planning process impact on delivery of major developments.</p>		<ul style="list-style-type: none"> • Strategic overview and challenge. • Timeline for each project controlled. • Corporate Estates Strategy / Asset Management Plan. • Strategic Property Alliance with Carillion. • Regular progress meetings held, eg on TC co-ordination to ensure disruption is minimised. • Proactive and independent advice/assurance that Internal Audit/Risk provide to all key projects. • Working with developers on Master-Plan and land assembly • Greater flexibility on planning including 					<p>with a further £446m of work planned over the next three years.</p> <p>Project management is in place across the portfolio programmes, with a number of major schemes now complete or taking shape in the Town Centre, which are expected to generate economic growth, employment opportunities and income from Business Rates.</p>

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			<p>'Brownfield First' approach to bring sites forward.</p> <ul style="list-style-type: none"> • Establishment of local housing company (Viaduct Housing) to maximise available funding. • Planning developments tracked and blockages resolved quickly. • Increased capacity for pre-application advice to improve quality of submissions and reduce delays. • Close liaison with Members on applications and call-ins. 					
7. Digital Capacity	The Digital by Design project cannot support the changes required by the Programme thus	Laureen Donnan	<ul style="list-style-type: none"> • Use of specialist providers to deliver solutions. 	2	3	High	Additional digital investment	Phase 1 of the Digital by Design programme is continuing until September, with further features being

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Insufficient ICT infrastructure and capacity.	<p>affecting the success of its delivery.</p> <p>Vulnerability to increasingly sophisticated threats resulting in potential fraud, loss of network and financial loss.</p>	(SS / Phil Welch)	<ul style="list-style-type: none"> • Consultation with stakeholders on key changes around technology. • Digital Ambassadors and public events • Digital by Design Project Objectives. • Approach embedded within planning and service delivery. • New Data Centre • PSN assessment and testing, Cyber Essentials accreditation • Communications campaigns on threats from cyber crime. 					<p>added to the Council website. Stockport's first DigiFest was held in February, helping residents to access services online through their own devices, with library staff acting as 'Digital Ambassadors'.</p> <p>Meanwhile, the new Data Centre is now operational, whilst the contract for the new unified telephony system has been awarded to Virgin Media. This will offer a range of new features and is being rolled out to the Council, Stockport Homes and SSK from June. A new Council Intranet will also be rolled out from June, and launched as 'Stockport Connect' with an increased range of self-service options.</p> <p>A business case for Phase 2 is being drafted and will soon be going through the Council's approval process.</p>

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<p>8. Workforce Capacity</p> <p>Insufficient knowledge and skills within workforce to deliver growth and reform.</p>	<p>Ineffective employee engagement and buy-in to new delivery models affects delivery objectives as people do not have the right skills to deliver project outcomes resulting in a demotivated workforce.</p> <p>Loss of key knowledge and people needed to drive the Programme forward affects key milestones.</p> <p>Lack of commercial skills, ability and flexibility to manage complex commissioning and place-based arrangements.</p> <p>Reduced capacity and skills impacting on business continuity and ability to meet legal duties / statutory requirements, whilst</p>	<p>Laureen Donnan</p> <p>(Sue Williams)</p>	<ul style="list-style-type: none"> • Workforce development and planning • Positive employee communication and engagement. • Flexibility and generic working to ensure good skills mix. • Co-location of teams. • L&D activity including bespoke training to equip staff with project and new service delivery skills. • Wellbeing initiatives and support for managers / employees. • Appointment of key staff to ensure strong leadership and governance of projects. 	2	3	High	<p>Apprentice-ship Levy</p>	<p>The Reform programme and new delivery models continue to be supported by workforce development and planning.</p> <p>Following implementation of more robust management processes alongside promotion of employee health and wellbeing, overall employee sickness levels have reduced during 2016/17. There are still a number of areas of concern however, and work is continuing to focus on reducing this further during 2017/18.</p>

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	<p>implementing major change and supporting complex delivery models.</p> <p>Inadequate recruitment of a social care workforce with the right skills, attributes and values to provide high quality care for people.</p> <p>Limited volunteer capacity and infrastructure within voluntary and third sector to provide sustainable services.</p>		<ul style="list-style-type: none"> • Technical and professional support from key functions. • Formal knowledge management and succession planning processes. • Business Impact Assessments undertaken. • Strengthen the social care market and support independent sector providers to improve recruitment, retention and career pathways. • Additional investment and support to community organisations via Working with Communities programme. 					

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<p>9. Demand Pressures</p> <p>Inability to influence behaviour change resulting in demand and expectations continue to rise.</p>	<p>Demand and expectations continue to rise against a backdrop of reduced resources for non-statutory services, leading to increasing demand and financial pressures, service delivery failure and an increase in complaints.</p> <p>Failure to integrate H&SC and develop preventative services to reduce pressures on demand and expectations from an ageing population.</p> <p>Operational pressures detract from strategic priorities.</p>	<p>Laureen Donnan</p> <p>(Vince Fraga /SS)</p>	<ul style="list-style-type: none"> • Co-ordination of communications. • Channel shift through Digital by Design, including new website and more transactions available online. • Consultation and engagement. • Impact assessments. • Changes and impacts communicated to stakeholders. • Engagement with communities to shape and change relationship with local services • Reform programme • Early intervention and preventative commissioning approach. • Alternative delivery models. 	2	3	High		<p>Many longer-term reforms and changes to service delivery rely on behaviour change in order to have any lasting impact on reducing demand levels. These include Digital by Design, Health and Social Care integration and Working with Communities. An early intervention and preventative approach will take time before customer demand reduces. Performance levels at the Contact Centre are being maintained, with a steady growth in the proportion of contacts received digitally as the Council continues to expand its digital offer.</p>

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			<ul style="list-style-type: none"> Representation on AGMA / GMCA. 					
<p>10. Health and Social Care integration</p> <p>Financial resources and capacity are insufficient to deliver the strategic change programme and associated benefits to required timescales</p>	<p>Increasing demand and resource gap without transformational whole-system changes</p> <p>Pressure from regulators to manage short term crises rather than achieving longer term financial sustainability</p> <p>Financial modelling unable to predict a sustainable system</p> <p>Pace and changing priorities make engagement of all staff groups with the transformation process difficult</p> <p>Underdeveloped external social care</p>	<p>Michael Cullen / Andrew Webb</p> <p>(Mark Fitton)</p>	<ul style="list-style-type: none"> Stockport Together business case - including comprehensive risk register. Immediate performance issues being addressed through new integrated care models Leaders group in place to accelerate work on Business Case and manage complexities Streamlined and consistent approach to key messages and communications between and within partners to assure engagement of staff 	2	3	High	<p>GM Devo may have some positive benefit on investment and shifting balance from short term view to long term (including NHS / Monitor)</p> <p>Assess potential impact of Healthier Together proposals</p>	<p>A separate Risk Register is in place for Stockport Together which identified a range of risks to the development of an Accountable Care Organisation along with integrated commissioning. A number of key activities are underway to address performance issues such as delayed transfers of care, and these include intermediate care services, a 7-day assessment service and winter-specific schemes.</p> <p>Scrutiny arrangements have been strengthened with the creation of a new Adult Social Care and Health Scrutiny Committee. Neighbourhood Business Cases have been developed and are due to be</p>

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	market combined with demographic pressures, leading to lack of affordable care provision.		<ul style="list-style-type: none"> • Strengthened Scrutiny arrangements with joint Adult Social Care and Health Committee • Pooled budget in place • Work with strategic commissioners to strengthen the social care market and develop sustainable and affordable models of care. 					considered by Scrutiny in late June, and the Cabinet in July.

Corporate Risk Register (other strategic risks) 2016/17

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<p>11. School Places</p> <p>Commissioning of school places in a challenging financial and legislative landscape, leading to an insufficient supply of school places across the Borough and potential deterioration of school buildings.</p>	<p>Demand exceeds number of available primary and special school places.</p> <p>Increasing pressure on secondary school places.</p> <p>Pressure hotspots for primary and secondary school places in particular areas of the Borough, especially Marple, the Heatons and Cheadle Hulme for Primary.</p> <p>Parents not allocated first choice schools.</p> <p>Overcrowding has an impact on quality of education provision.</p>	<p>Andrew Webb</p> <p>(Phil Beswick / Stephen Bell)</p>	<ul style="list-style-type: none"> • Liaise with colleagues to ensure accurate data analysis informs estimates to aid place planning. • Write successful bids to provide capital support for school expansion programmes. • Work with council partners to develop a borough wide strategy for planning and development of school places. • Develop short and medium term plans to increase SEN capacity, including temporary accommodation and expressions of interest for new special schools. 	2	2	Medium		<p>Primary schools across a number of areas are reporting that reception classes are full. Secondary Schools are also likely to come under increasing pressure from 2019 based on demographic trends. The position has been exacerbated by lack of Basic Needs funding for work to meet these demands.</p> <p>Two new Free Schools are to be built in Stockport by September 2018 - a primary and a secondary. As the number of EHC Plans increases, pressure is growing on Special Schools, with short term capacity increased for September 2017. Growing demand is also reported on places for Pupil Referral Units, and a</p>

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								working party has been set up to review future provision.
<p>12. Welfare Reform</p> <p>Failure to provide an integrated response to welfare reform and other major changes.</p>	<p>Vulnerable residents suffer a fall in household incomes, with associated risks to health and wellbeing and increase in child poverty.</p> <p>Potential increase in rent arrears, repossessions, homelessness and crime following reduced benefit cap.</p> <p>Initiatives are less effective if not joined up.</p> <p>Increased pressure on information and advice services.</p>	<p>Laureen Donnan</p> <p>(Alison Blount / Janet Wood)</p>	<ul style="list-style-type: none"> Improved offer for Information, Advice and Guidance services Extension of contract with CAB Working with Stockport Advice and DWP, and across AGMA. Extending and promoting on-line self-service and increased data integration. MAASH closely aligned to Stockport Local Assistance Scheme to provide emergency support and enable support to vulnerable children, families and adults. 	1	3	Medium	<p>Full roll-out of UC from Jan 2018</p>	<p>The impact of the reduced benefit cap continues to be felt and the Council is working closely with Stockport Homes to engage with those affected. Planning is also in place ahead of the full roll-out of Universal Credit from January 2018, with a particular focus on ensuring residents are aware of changes in relation to Council Tax payment.</p> <p>The restructured Information, Advice and Guidance Service has continued to reduce waiting times for debt advice appointments, and increased support is available online. The contract for the Citizens Advice Bureau has been</p>

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	Negative impact on Council Tax collection rates.		<ul style="list-style-type: none"> Working closely with SHL and other landlords to support tenants affected by changes Planning for full roll-out of Universal Credit from 2018. 					extended for a further 12 months, and will also offer an outreach service to complement the in-house advice service.
13. Safeguarding; Failure of safeguarding arrangements for children and vulnerable adults.	<p>Children and vulnerable adults are put at risk of harm.</p> <p>Out-dated or insufficient policies and procedures leading to ineffective handling and monitoring of safeguarding alerts.</p> <p>Inability to meet statutory duties to protect people from harm, with associated legal, governance and reputational damage.</p>	Andrew Webb (Chris McLoughlin)	<ul style="list-style-type: none"> Joint Chair of Safeguarding Children and Adults Boards. Multi-Agency Safeguarding Hub (MASH). Childhood Accident Co-Ordinator. Multi-Agency Adults at Risk System (MAARS). Multi-Agency Safeguarding Policy. Integrated Prevention Strategy. Development of Integrated Prevention and Safeguarding 	1	3	Medium	<p>Deprivation of Liberty Standards.</p> <p>Outcome of Ofsted Single Inspection Framework summer 2017</p>	Stockport Family continues to deliver a multi-agency approach to safeguarding and early intervention, with the development of a First Response Team. Meanwhile, the recent establishment of the 'Aspire' team provides additional capacity to focus on complex safeguarding cases, including child sexual exploitation, domestic abuse, radicalisation and extremism. A forthcoming GM Peer Review of Channel arrangements will also look into partnership safeguarding processes as

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	<p>More children placed in care, with high cost implications.</p> <p>Increased pressures on workforce resulting in high turnover and low morale.</p>		<p>Children & Family Service within Stockport Family.</p> <ul style="list-style-type: none"> • Project Phoenix. • Aspire Team focusing on CSE • First Response Team in Stockport Family • Review of Safeguarding Adults Policy, Strategy and guidance - joint planning with Safeguarding Children's Board • Joint IT system 					<p>part of the wider Prevent Strategy.</p> <p>A full review of Stockport's Safeguarding Adults Strategy has taken place, with a joint plan developed alongside the Safeguarding Children's Board. Processes are also being reviewed around Safeguarding Adults Reviews, to ensure vulnerable adults are protected and the Council remains compliant with requirements of the Care Act.</p>
<p>14. Information Governance</p> <p>Failure to protect the Council's information assets including personal and sensitive personal data and</p>	<p>Loss of control of personal data and non-compliance with the Data Protection Act (DPA) resulting in harm or damage to the data subject and a negative impact on the reputation of the Council as custodian of personal and</p>	<p>Laureen Donnan</p> <p>(Geraldine Gerrard / SS)</p>	<ul style="list-style-type: none"> • Action plan to meet GDPR requirements • IG and ICT security policies and procedures including assessment and coordination of serious information governance incidents. 	2	3	High	<p>Increased risk during period of change, with more data being shared between organisations, employees taking on new roles etc.</p> <p>Data sharing opportunities</p>	<p>An action plan is being developed in order to meet the requirements of the forthcoming General Data Protection Regulation (GDPR) requirements. This will replace Data Protection Act from 2018, and outlines 12 key areas requiring scrutiny,</p>

Risk Title & Description	Risk Impact	Owner (CD / HoS)	Existing Controls	Likelihood (1,2,3)	Impact (1,2,3)	Current Risk Rating (Score H/M/L)	Emerging risks & opportunities	Quarterly Commentary (Final Update)
other confidential data.	<p>sensitive information and possible financial risk via financial penalties.</p> <p>Inability to meet requirements of new General Data Protection Regulation (GDPR - replacing DPA) from 2018, resulting in censure from Information Commissioner, legal challenge and reputational damage.</p> <p>Data Sharing: Contravention of principle 1 of the Data Protection Act re. fair processing including the Troubled Families and other multi-agency programmes</p> <p>Vulnerability to penetration of Council systems leading to loss</p>		<ul style="list-style-type: none"> • Robust governance, management and monitoring arrangements. • Data Breach Panel. • Robust technical system controls and audit mechanisms. • Mandatory staff training, • Regular communication and awareness raising • Fair processing arrangements. • Information sharing agreements in place with DCLG and other partners. • Robust ICT security mechanisms in place to prevent external penetration 				<p>with key partners for example, health and police partners.</p> <p>Future funding of the TF programme and associated information sharing arrangements.</p>	<p>improvement and development.</p> <p>Expert IG advice continues to be offered to services, particularly where there are changes to delivery or information sharing arrangements, with IG processes being embedded across the Council and partnerships.</p>

<i>Risk Title & Description</i>	<i>Risk Impact</i>	<i>Owner (CD / HoS)</i>	<i>Existing Controls</i>	<i>Likelihood (1,2,3)</i>	<i>Impact (1,2,3)</i>	<i>Current Risk Rating (Score H/M/L)</i>	<i>Emerging risks & opportunities</i>	<i>Quarterly Commentary (Final Update)</i>
	of personal or sensitive personal data.							
15. Fraud Failure to deter, address or identify fraud.	Financial loss and reputational damage.	Michael Cullen (John Pearsall)	<ul style="list-style-type: none"> • Corporate Fraud Officer working within Internal Audit, Risk and Insurance Team • New counter-fraud training plan developed, alongside risk workshops and Member training. • Anti-Fraud, Bribery & Corruption Strategy. • Fraud & Irregularity Panel. • Risk based Internal Audit fraud plan. 	2	3	High	Resurrection of the AGMA Fraud Group.	<p>The Council's Corporate Fraud Officer has now transferred to the Internal Audit, Risk and Insurance team from the Revenues and Benefits team.</p> <p>A new counter fraud work and training plan has been developed with the aim of educating and empowering all staff within specific service areas on the ongoing risks of fraud. Risk workshops have been delivered with the Revenues & Benefits and Adult Social Care teams, whilst Member training is scheduled for 2017/18.</p>