

Corporate Risk Register 2020/21 Q1

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|--|---|---------------------------------------|---|---|---|----------------------------------|
| <p>1. Change Management</p> <p>Organisational cultures and other barriers impact on ability to manage and implement change effectively.</p> | <ul style="list-style-type: none"> • 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. • Insufficient capacity, skills and expertise to deliver reform programmes, successfully establish traded services and complex change, resulting in further pressure on existing services and increased costs. • Insufficient management | <p>Laureen Donnan (Holly Rae)</p> | <ul style="list-style-type: none"> • MTFP programme – especially Strategic Commissioning and Organisation themes. • Reserves policy • Double-running and other transitional arrangements. • Staff briefing sessions. • Line management support for affected staff. • Business Intelligence Function & Digital by Design • Oversight of MTFP projects by Strategy and Reform. • 4 core values that run | <p align="center">L3x I2 Medium</p> | <p>MTFP Delivery Plan</p> <p>Failure to deliver effective services under “new normal” and realise the benefits of more digital ways of working.</p> | <p align="center">All</p> |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|-------------------------|--|------------------------------------|--|---|--|----------------------------------|
| | <p>information business intelligence to properly model proposed changes and impacts.</p> <ul style="list-style-type: none"> • Services unable to provide the required level of input into enabling schemes. • An unstable, demotivated workforce at a time of change. • Failure to co-produce strategies and approaches to inclusion with residents, making it difficult to build relationships and trust with local communities. | | <p>through everything we do and are known as the Stockport Way of doing things. As an organisation we stay true to them no matter what challenges we face.</p> | | | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|---|--|------------------------------------|---|--|---|---------------------------|
| 2. Financial Failure to deliver MTFP (savings targets and balanced budget). | <ul style="list-style-type: none"> The need to identify and achieve savings, income generation and reform to meet the MTFP forecast savings requirement of £8.743m in 2021/22 rising to £17.031m in 2022/23 continues to be challenging. It is also noted that the MTFP saving requirements were forecast prior to the COVID19 pandemic and resulting lockdown period (see later point on this). The Government's future direction for Local Authority funding remains uncertain and subject to Government completing a multi-year | Michael Cullen/ Jonathan Davies | <ul style="list-style-type: none"> Despite Covid19 challenges, the Finance Team is progressing a programme of work as part of the MTFP Summer Review and monthly iterations of the Government's COVID19 financial impact return. The following reviews and impact mitigations are being completed/considered as part of this work: Early budget monitoring and forecasting of the 2020/21 outturn position to identify and surpluses (for example where services have temporarily ceased due to COVID19 and | L4x I4 High | <p>Government Spending Review, Autumn Budget and Local Government Finance Settlement.</p> <p>MTFP delivery plan</p> <p>GM Business Rate retention</p> <p>Devolved H&SC and skills funding at GM level</p> <p>Continuing to lobby Government alongside other Authorities for further support whether that be funding or relaxation of legislation – i.e. allowing deficit budgets, borrowing</p> | All |

| Risk Area | Specific risks | Owner (CD / HoS) | Existing Controls | Current Risk Scores and rating(see table below) | Emerging risks & opportunities | Corporate priority |
|------------------|--|-----------------------------|--|--|--|---------------------------|
| | <p>spending review. The Government's spending review and Autumn Budget are expected to be announced in late October, early November. Following this the Local Government Finance Settlement is expected in mid-December and possibly as late as early January 2021 – exact date to be confirmed by Government. The period the settlement will cover and what funding announcement are expected has yet to be confirmed and will certainly be informed by the outcome of the Government's spending review.</p> <ul style="list-style-type: none"> • In addition, the | | <p>expected costs are not being incurred) as well as costs that have not been captured on the COVID19 cost codes setup in the financial ledger. The Q1 financial update report presented to Cabinet on 28 July presented a Q1 financial position for the Council of £20.6m (including £10.2m deficit on Collection Fund). Compared to the COVID19 net financial impact of £33m, this reflects forecast favourable core budget underspend offsets mainly linked to the hospital discharge programme and reduced debt charge</p> | | <p>to fund revenue etc</p> <p>Possibility of a second wave of COVID19 and national and/or local lockdown – financial and economic impact would be significant.</p> | |

| Risk Area | Specific risks | Owner (CD / HoS) | Existing Controls | Current Risk Scores and rating(see table below) | Emerging risks & opportunities | Corporate priority |
|------------------|---|-----------------------------|---|--|---|---------------------------|
| | <p>completion of reforms linked to the Fairer Funding Formula and Business Rates Retention, both of which will determine the distribution of national funding to Local Authorities going forward, have been delayed. Prior to the COVID19 pandemic these reforms were expected to impact on the Local Government Finance Settlement for 2021/22, but Government has since confirmed these reforms will be implemented in 2022/23 at the earliest.</p> <ul style="list-style-type: none"> The Council continues to operate in an increasingly uncertain, volatile and complex | | <p>costs forecast and favourable accounting adjustments at Q1 which will be picked up in the July return to Government.</p> <ul style="list-style-type: none"> Review of the Council's useable reserves (including earmarked reserves) to identify revenue resources which are available for realignment as part of the 2020/21 Reserves Policy to support the funding of the COVID19 financial impact. The balance here is to understand the risk the significant use of resources held in reserves will have on the Council's financial resilience and | | | |

| Risk Area | Specific risks | Owner (CD / HoS) | Existing Controls | Current Risk Scores and rating(see table below) | Emerging risks & opportunities | Corporate priority |
|------------------|--|-----------------------------|--|--|---|---------------------------|
| | <p>financial landscape which the pandemic has exacerbated further (as evidenced above). The Council's 2020/21 Budget and MTFP approved in February have clearly now been superseded by the financial impact of the COVID19 pandemic. The financial challenge presented by the impact of COVID19 is unprecedented. As part of the COVID19 financial impact returns to Government, the Council's current estimate of the financial impact (cost and loss of income) is circa £58.8m gross adverse financial impact. To date the Council has received</p> | | <p>robustness over the medium term period.</p> <ul style="list-style-type: none"> • Review of the Council's earmarked reserves which have been set aside to fund revenue contributions to capital schemes and considering switching to other forms of capital funding (i.e. borrowing) to free up the revenue resources to bolster the Council's available earmarked reserves to support the funding of the COVID19 financial impact. • Review of the Council's Capital Programme to consider rephasing of capital schemes and | | | |

| Risk Area | Specific risks | Owner (CD / HoS) | Existing Controls | Current Risk Scores and rating(see table below) | Emerging risks & opportunities | Corporate priority |
|------------------|---|-----------------------------|---|--|---|---------------------------|
| | <p>£25.8m of Government support funding (including £7m relating to the funding of Infection Control, Track and Trace and Council Tax Hardship). This leaves a potential funding gap (linked to COVID19) of circa £33m in 2020/21 with the permanent impact on the Council's MTFP being assessed. It is noted that the forecast financial impact in 2020/21 does not make assumptions for the cost/impact of a second wave of COVID19 and national and/or local lockdowns.</p> <ul style="list-style-type: none"> Government has announced 3 tranches of general financial impact support funding totalling | | <p>reduce the revenue costs of the schemes.</p> <ul style="list-style-type: none"> Review of the possible use of available capital receipts to support transformation projects that revenue resources (budgeted and/or held in earmarked reserves) have been set aside to fund. Using available capital receipts in this way will free up revenue resources to support the funding of the COVID19 financial impact. Review of the Council's MTFP to assess the impact of COVID19 on the Council's savings requirement across the medium | | | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|-------------------------|--|------------------------------------|---------------------------------|---|--|----------------------------------|
| | <p>£18.8m to date. Support funding in relation to income losses linked to sales, fees and charges has also been announce, but Government have yet to release detail of the scheme, specifically on the calculation of the 5% threshold and what service income is considered to be eligible for this support. Clarity has been given that this support does not cover income losses relating to leisure services which are managed by a leisure trust (or equivalent entity) and commercial income losses. In addition the Government has announced that Collection Fund losses (Council Tax and</p> | | <p>term period.</p> | | | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|------------------------|--|-----------------------------|---|--|---|---------------------------|
| | <p>Business Rates income) can be spread across the next 3 financial years 2021/22 to 2023/24.</p> <ul style="list-style-type: none"> There is a clear indication that the expectation from Government is the financial burden of COVID19 will be shared with Local Authorities. The uncertainty about what this means in terms of continuing Government support is creating further uncertainty and making medium term financial planning increasingly challenging. | | | | | |
| 3. ICT Capacity | <ul style="list-style-type: none"> The benefits of digital | Michael | <ul style="list-style-type: none"> Infrastructure Data | L2x I3 | | All |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|---|--|-----------------------------|--|--|---|---------------------------|
| Insufficient ICT infrastructure and capacity. | <p>and information systems are unrealised</p> <ul style="list-style-type: none"> • Cyber Resilience | Cullen/ Adrian Davies | <p>Centre refresh plan approved (Nutanix procurement) including capacity for remote working and cloud services.</p> <ul style="list-style-type: none"> • Digital Strategy Road Map including Technology, Data and Transformation. • Joint working across GM • PSN assessment and testing, Cyber Essentials accreditation • Communications campaigns on threats from cyber-crime. | Medium | | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|---|---|-------------------------------------|--|--|---|---------------------------|
| <p>4. Demand Pressures</p> <p>Inability to influence behaviour change resulting in demand and expectations continue to rise.</p> | <ul style="list-style-type: none"> Welfare reform - Vulnerable residents suffer a fall in household incomes, with associated risks to health and wellbeing and increase in child poverty. 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 | Laureen Donnan/ Chris McLoughlin | <ul style="list-style-type: none"> Action plan for implementation of reforms within services Working with Stockport Advice, DWP, Job Centre Plus, Stockport Homes and across Greater Manchester Monitor developments relating to the passage of supporting statutes for the Children and Social Care Act. MTFP Delivery Plan including channel shift to digital and restructuring of services and commissioning. | L3x I4 Medium | | All |
| <p>5. Supplier and partner risk</p> | <ul style="list-style-type: none"> Service failure or projects overrun or cannot be completed. | Corporate Leadership Team | <ul style="list-style-type: none"> Procurement process including financial assessments of | L2x I3 Medium | MTFP -Procurement | All |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|--|---|---|--|--|--|---------------------------|
| Key suppliers and partners to significant projects and services may be unable to deliver on behalf of the Council. | <ul style="list-style-type: none"> Services commissioned and procured may not be delivered to the requisite cost or standards. | | <p>potential suppliers.</p> <ul style="list-style-type: none"> Robust business continuity and contingency plans. | | <p>Strand</p> <p>Director of Strategy and Commissioning and Head of Commissioning appointed and in post and working to improve information on providers and commissioning models.</p> <p>Risk assessments of Care Home providers being undertaken.</p> | |
| <p>6. Information Governance</p> <p>Failure to protect the Council's information</p> | <ul style="list-style-type: none"> 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 | Michael Cullen / Phil Welch/ Karen Hillen | <ul style="list-style-type: none"> Action plan to meet GDPR requirements ongoing. IG and ICT security policies and procedures including assessment and coordination of | <p>L2x I3</p> <p>Medium</p> | <p>Increased risk during period of change, with more data being shared between organisations, employees taking</p> | <p>All</p> |

| Risk Area | Specific risks | Owner (CD / HoS) | Existing Controls | Current Risk Scores and rating(see table below) | Emerging risks & opportunities | Corporate priority |
|--|---|-------------------------|---|--|--|---------------------------|
| assets including personal and sensitive personal data and other confidential data. | <p>impact on the reputation of the Council as custodian of personal and sensitive information and possible financial risk via financial penalties.</p> <ul style="list-style-type: none"> • Non-compliance with new General Data Protection Regulation requirements resulting in censure from Information Commissioner and potential data breaches.Data Sharing: Contravention of principle 1 of the Data Protection Act re. fair processing including the Troubled Families and other multi-agency programmes | | <p>serious information governance incidents.</p> <ul style="list-style-type: none"> • Robust governance, management and monitoring arrangements including new SIRO Board • Data Breach Panel. • Mandatory staff training, • Regular communication and awareness raising | | <p>on new roles etc.</p> <p>Data sharing opportunities with key partners for example, health and police partners.</p> <p>GDPR implementation will raise significant challenges but may help facilitate the Business Intelligence work</p> <p>IG team at full establishment levels and new IG Manager/ DPO appointed.</p> | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|--|--|-------------------------|--|--|--|--|
| <p>7. Social Care restructuring (Adults)</p> <p>Financial resources and capacity are insufficient to deliver the strategic change programme and associated benefits to required timescales.</p> | <p>Service transformation projects are risky, high-profile, complex, inter-dependent and costly, and ultimately challenging to deliver. They are prone to falling short of promised benefits and / or exceeding budgets and can present the greatest risk of failure to the Council.</p> <p>The implementation of the new operating model was paused in February 2020 as a direct result of covid-19. This means that the above work will no longer be achieved against the original timescales.</p> | Mark Fitton | <ul style="list-style-type: none"> Adult Social Care has currently been working with an external agency in a re-design of Adult Social Care, to ensure future sustainability and a pathway that focuses on outcomes and independence. The Design phase of this work is completed and implementation of the new operating model has commenced. The implementation of the new model will be supported with dedicated resource through the implementation team who will work with service experts to implement the required changes, whilst | L3 x I4 High | <p>Due to the impact of Covid 19, the service is now undertaking a detailed review of the new operating model, considering any changes which need to be reflected as a result of covid-19 and preparing a revised implementation plan. It is envisaged that the work described above will be undertaken during the remainder of 2020/21.</p> | <p>1. People are able to make positive choices and be independent.</p> <p>2. People who need support get it.</p> |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|---|---|-----------------------------------|--|--|---|--|
| | | | <p>identifying and managing risks</p> <ul style="list-style-type: none"> • The risks of failure to deliver will be overseen by a Programme Board and Team that has been established to support implementation. • Work on commissioning within the social care market will need to continue to address the growing costs that Adult Social Care is currently funding, particularly within the residential and nursing sector. | | | |
| 8. Social Care restructuring (Childrens and Education) | Service transformation projects are risky, high-profile, complex, inter-dependent and costly, and ultimately challenging to | Chris McLoughlin/ Jennie Neill | <ul style="list-style-type: none"> • The new model for Stockport Family and Education Services was one of the proposals through the MTFP | L3 x I4 High | Positive lessons learned about ways of working from lockdown. | 1. People are able to make positive choices |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|---|---|-------------------------|--|--|---|--|
| Financial resources and capacity are insufficient to deliver the strategic change programme and associated benefits to required timescales. | deliver. They are prone to falling short of promised benefits and / or exceeding budgets and can present the greatest risk of failure to the Council. | | <p>process (2019/20).</p> <ul style="list-style-type: none"> The Programme Lead is leading a strategic review of Children's and Education Services to identify areas of best practice, potential duplication and opportunities for integration. Same lead is operationally heading up the delivery of our Written Statement of Action in reponse to the OFTSED/ CQC inspection of our SEN provision , ensuring goal congruence. Oversight by the Children and Education Review Group (Heads of Service from Education and Principal Leads in Stockport | | | <p>and be independent.</p> <p>2. People who need support get it.</p> |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|------------------|-----------------------|-----------------------------|---|--|---|---------------------------|
| | | | <p>Family) chaired by the Director of Children’s Services.</p> <ul style="list-style-type: none"> • The Werneth and Brinnington Enhanced Integration Programme is a testbed for the new model although further rollout has been impacted by Covid 19 • A refresh of the Restorative Practice training has also been undertaken to support the workforce through cultural change, new ways of working and integration • Alongside, work on commissioning within the social care market will need to continue to address the growing costs that Children’s | | | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|--|---|-------------------------|--|---|---|---|
| | | | <p>Social Care is currently funding.</p> <ul style="list-style-type: none"> A forensic analysis of the high needs block of the dedicated schools grant has now concluded and the final report is going through governance. The conclusion of the review outlines a five-year transformation programme for phased implementation from September 2021 Revised senior leadership structure has been developed | | | |
| <p>9a.School Places</p> <p>Commissioning of</p> | <ul style="list-style-type: none"> Demand exceeds number of available places in primary in specific pupil place planning areas, although | Laureen Donnan | <ul style="list-style-type: none"> Liaise with colleagues to ensure accurate data analysis informs estimates to inform | <p>L3x I2</p> <p>Medium</p> <p>(High for</p> | | <p>1. People are able to make positive</p> |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|--|---|-------------------------|--|--|--|--|
| school places in a challenging financial and legislative landscape, leading to an insufficient supply of school places across the Borough and significant deterioration of the condition of some school buildings. | <p>not across the entire borough. The pressure hotspots are located in Marple and the Heatons.</p> <ul style="list-style-type: none"> • The borough currently has a significant pressure with a lack of available special school places across the entire borough. • Increasing pressure on secondary school places particularly in the central area of the borough, with sufficient places overall but not in the right areas demographically. • Parents are not allocated first preference schools. • Overcrowding has an impact on quality of education provision. | | <p>place planning.</p> <ul style="list-style-type: none"> • 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. • Rebuild and expand Lisburne School • Review of SEN services to deliver at reduced cost, or through a traded offer, with a clear remit to develop mainstream settings/schools' capacity to meet the needs of their SEND population | SEN) | <p>Rebuilding Lisburne to accommodate more Primary SEND although there will be a future "bulge" in Secondary SEND places to be dealt with as the Council works through the proposal to deliver the new secondary SEND free school.</p> | <p>choices and be independent.</p> <p>2. People who need support get it.</p> |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|--|--|---|--|--|---|---|
| | | | | | | |
| 9b. Condition of School Estate | <ul style="list-style-type: none"> The quality of the school estate is deteriorating and there is a backlog of urgent condition repairs. | Laureen Donnan | <ul style="list-style-type: none"> A reassessed programme of condition surveys across the entire school estate, followed by a phased programme of repairs being completed. | Medium | Bidding in future waves of DfE condition funding. | 2. People who need support get it. |
| 10.Safeguarding Failure of safeguarding arrangements for children and vulnerable adults. | <ul style="list-style-type: none"> Financial and reputational risk to the Council if vulnerable adults are not identified and supported, regardless of Care Act eligibility Reputational risk to the Council if safeguarding services are not Care Act compliant Reputational risk to the | Mark Fitton/ Chris McLoughlin (Nuala O'Rourke/ Julia Newton) | <ul style="list-style-type: none"> Review of effectiveness of Multi Agency Adults at Risk (MAARS) to be undertaken Work to assure Care Act compliance prioritised in 2018/19 Review of DOLS processes including increased capacity Safeguarding Children | L2x I4 Medium | Restructuring in both Adults and Childrens services bring opportunities for better awareness and more effective engagement with vulnerable children, adults and their families. | 2. People who need support get it. |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|--|---|--|--|--|--|---|
| | <p>Council around DOLS and how the Council works with the Coroners Office</p> <ul style="list-style-type: none"> Financial risk to the Council if legal action is taken by families waiting for DOLS assessments to be authorised by local authority/supervisory body. | | <p>and Adults Boards</p> <ul style="list-style-type: none"> Integration of adults and children's safeguarding processes Multi-Agency Safeguarding and Support Hub (MASSH) and Stockport Family First Response Team | | | |
| <p>11. Delivering growth</p> <p>Failure to deliver sustainable key strategic, regeneration and capital investment programmes.</p> | <ul style="list-style-type: none"> Failure or delay in key growth and highways programmes impacting on growth objectives and local economy, e.g. in reducing congestion, increased employment.. Short term impact of major infrastructure projects, with roadworks, congestion and reduced parking affecting town | <p>Caroline Simpson/ Paul Richards</p> | <ul style="list-style-type: none"> Inclusive Growth programme Agreed deadlines are realistic and achievable. Regular updates provided by project leads. Strategic overview and challenge. Timeline for each | <p>L3x I3 Medium</p> | <p>Stockport Local Plan and Greater Manchester Spatial Framework in development.</p> <p>Stockport Exchange Ph3 and onwards.</p> <p>The MDC's Strategic Business Plan was largely formulated prior to the COVID-19 crisis</p> | <p>3. Stockport benefits from a thriving economy</p> <p>4. Stockport is a place people want to live</p> |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|------------------|--|-------------------------|--|--|---|---------------------------|
| | <p>centre.</p> <ul style="list-style-type: none"> • Insufficient funding and land supply, combined with planning policies impacting on ability to deliver new housing developments. • Delays within planning process impact on delivery of major developments. • External market developments negatively impact income and benefit assumptions, both at commencement of a scheme but also at break points in leases. • Progress on specific projects is not viewed strategically, impacting on ability of Growth and Reform programme to | | <p>project controlled.</p> <ul style="list-style-type: none"> • Corporate Estates Strategy / Asset Management Plan. • Regular progress meetings held, e.g. on TC co-ordination to ensure disruption is minimised. • Proactive and independent advice/assurance that Internal Audit/Risk and external advisors provide to all key projects. • Greater flexibility on planning including 'Brownfield First' approach to bring sites forward and Town Centre Living strategy. • Establishment of local | | <p>whose long-term impact on the property market and regeneration ambitions for Town Centre West is difficult to ascertain at this stage.</p> <p>The delivery approach and mechanisms through which the MDC will lead development may need to be modified however as the impact on land and property values, development costs, return on investment via rental and sales values, and funding sources is better understood over the</p> | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|------------------|--|-------------------------|--|--|---|---------------------------|
| | <p>deliver on the scale and timing required.</p> <ul style="list-style-type: none"> • Projects not delivered within agreed timescales meaning that savings need to be found from other budgets or from reserves. • Conflict or duplication between project outcomes. • Impact of Covid 19 on the value of investments and viability of regeneration programmes, for example Mayoral Development Corporation strategic plan. | | <p>housing company (Viaduct Housing) to maximise available funding. .</p> <ul style="list-style-type: none"> • Increased capacity for pre-application advice to improve quality of submissions and reduce delays. • Close liaison with Members on applications and call-ins. • Robust programme and project management around the Growth and Reform programme.. | | coming months. | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|------------------------------|--|-------------------------------|--|--|---|---------------------------|
| 12. Climate Emergency | <ul style="list-style-type: none"> • The Council declared a Climate Emergency in March 2019. • Challenges measuring the impact of any plans and policies implemented by the Council. • Affecting change within a limited resource envelope. | Caroline Simpson / Mark Glynn | <ul style="list-style-type: none"> • Member led Climate Emergency Task Group formed. • All members have been offered Carbon Literacy training • 120 Council staff have received Carbon Literacy training. • Consultants commissioned to assist in developing an Action Plan for the Council towards a goal of becoming carbon neutral. • The Council has launched its Stockport CAN (Climate Action Now) strategy with a new financial appraisal framework in place for ensuring that all | L3x I2 Medium | | All |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|---------------------|--|---------------------------|---|--|--|---------------------------|
| | | | investment decisions include impact upon carbon as a key factor. | | | |
| 13. Pandemic | <ul style="list-style-type: none"> The Covid-19 pandemic has had and will continue to have significant implications for the residents and economy of Stockport as well as the Council's day to day operations from February 2020 onwards with significant organisational disruption, new emergency responsibilities and increased staff absence from the traditional workplace replaced with staff delivering services whilst working from home. Inevitable impact on corporate governance | Corporate Leadership Team | <ul style="list-style-type: none"> In line with Central Government guidelines, Council staff have been working from home where possible. Whilst this has inevitably had an impact, new ways of working for these staff and their teams have swiftly been adopted and technology used to minimise the extent of this impact. Senior managers have reverted to service business continuity plans and this approach has been pivotal in developing a stable working from | L4x I4 High | <p>Possible second wave/ resurgence of Coronavirus or a new pandemic pathogen.</p> <p>Failure to deliver effective services under "new normal" ways of working.</p> <p>Impact on service delivery as a result of the financial challenges raised by the 2020 pandemic (see Risk 2)</p> | All |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|-------------------------|--|------------------------------------|--|---|--|----------------------------------|
| | <p>arrangements throughout the Council.</p> <ul style="list-style-type: none"> • All other corporate risks will be impacted either due to delays on programmes, diversion of resource, funding challenges or physical restrictions from distancing. • Whilst the country, the Borough and the Council may be in recovery from the impact of the pandemic and lockdown, there may well be a second wave, or indeed separate pathogenic risk emerging. | | <p>home platform.</p> <ul style="list-style-type: none"> • Risk management arrangements have been considered around the working from home environment, the reliability and robustness of IT systems and technologies, health and safety issues, consideration of data and the security of data held in line with GDPR regulations and legislative requirements. • Some services were suspended with staff redeployed to other areas including new areas of activity in | | | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|------------------|-----------------------|-----------------------------|---|--|---|---------------------------|
| | | | <p>response to the crisis</p> <ul style="list-style-type: none"> • A governance structure was put in place to ensure a cohesive boroughwide response to key Coronavirus related challenges with partner organisations • Group Leaders' Meetings have been taking place weekly and Group Leaders have been briefed in relation to all decisions required to be taken as have the Chairs of all relevant committees and Scrutiny committees to which decisions relate. • Remote member meetings from May 2020. | | | |

| <i>Risk Area</i> | <i>Specific risks</i> | <i>Owner (CD / HoS)</i> | <i>Existing Controls</i> | <i>Current Risk Scores and rating(see table below)</i> | <i>Emerging risks & opportunities</i> | <i>Corporate priority</i> |
|------------------|-----------------------|-------------------------|---|--|---|---------------------------|
| | | | <ul style="list-style-type: none"> • Equality impact assessments undertaken for all areas of service change • Public Health are developing a pandemic management plan for future outbreaks. | | | |

Residual risk scoring

| <i>Methodology</i> | <i>Combined score (Likelihood and Impact each rated 1-4)</i> | <i>Rating</i> |
|--------------------|--|---------------|
|--------------------|--|---------------|

| | | |
|---|--------------|---------------|
| Best practice is to score individual risks in terms of likelihood and impact of the risk materialising (each 1-4) and allocate a risk rating that combines the two. | 1-4 | Low |
| | 6-9 | Medium |
| | 12-16 | High |