

**Corporate Risk Register 2020/21 Q3**

<i><b>Risk Area</b></i>	<i><b>Specific risks</b></i>	<i><b>Owner (CD / HoS)</b></i>	<i><b>Existing Controls</b></i>	<i><b>Current Risk Scores and rating(see table below)</b></i>	<i><b>Emerging risks &amp; opportunities</b></i>	<i><b>Corporate priority</b></i>
<p><b>1. Change Management</b></p> <p>Organisational cultures and other barriers impact on ability to manage and implement change effectively.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Insufficient management</li> </ul>	<p>Corporate Leadership Team (Holly Rae)</p>	<ul style="list-style-type: none"> <li>• MTFP programme – especially Strategic Commissioning and Organisation themes.</li> <li>• Reserves policy</li> <li>• Double-running and other transitional arrangements.</li> <li>• Staff briefing sessions.</li> <li>• Line management support for affected staff.</li> <li>• Business Intelligence Function &amp; Digital by Design</li> <li>• Oversight of MTFP projects by Strategy and Reform.</li> <li>• 4 core values that run</li> </ul>	<p align="center"><b>L3x I2 Medium</b></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"><b>All</b></p>

	<p>information business intelligence to properly model proposed changes and impacts.</p> <ul style="list-style-type: none"> <li>• Services unable to provide the required level of input into enabling schemes.</li> <li>• An unstable, demotivated workforce at a time of change.</li> <li>• Failure to co-produce strategies and approaches to inclusion with residents, making it difficult to build relationships and trust with local communities.</li> </ul>		<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>			
<b><i>Risk Area</i></b>	<b><i>Specific risks</i></b>			<b><i>Current Risk</i></b>	<b><i>Emerging risks &amp;</i></b>	

		<b>Owner (CD / HoS)</b>	<b>Existing Controls</b>	<b>Scores and rating(see table below)</b>	<b>opportunities</b>	<b>Corporate priority</b>
<p><b>2. Financial</b></p> <p>Failure to deliver MTFP (savings targets and balanced budget).</p>	<ul style="list-style-type: none"> <li>The need to identify and achieve savings, income generation and reform to meet the MTFP forecast savings requirement.</li> <li>The MTFP update presented to the Cabinet meeting in October forecasts a savings requirement of £23.341m in 2021/22 rising to £34.825m in 2022/23 taking into account the forecast COVID19 financial scarring impacts and updates to the underpinning MTFP forecasts and assumptions. The financial landscape continues to be challenging due to the significant levels of uncertainty, volatility and risk exacerbated by the financial impact of the</li> </ul>	<p>Michael Cullen/ Jonathan Davies</p>	<ul style="list-style-type: none"> <li>The Finance Team continues to complete the monthly iterations of the Government's COVID19 financial impact return. In addition, the MTFP underpinning forecast and assumptions continue to be updated to ensure they are based on the latest available information to inform decision making.</li> <li>Continuing budget monitoring and forecasting of the 2020/21 outturn position to identify any core budget underspends/offsets (for example where services have temporally ceased due to COVID19 and expected costs are not being incurred) as well</li> </ul>	<p><b>L4x I4 High</b></p>	<p>Government Spending Review, and Local Government Finance Settlement. MTFP delivery plan GM Business Rate Retention Devolved H&amp;SC and skills funding at GM level Continuing to lobby Government alongside other Authorities for further support whether that be funding or relaxation of legislation – i.e. allowing deficit budgets, borrowing to fund revenue etc Further national lockdowns and/or tier restrictions –</p>	<p><b>All</b></p>

	<p>pandemic.</p> <ul style="list-style-type: none"> <li>The Government's future direction for Local Authority funding remains uncertain and subject to Government completing a multi-year spending review and implementing planned reforms to the Fairer Funding Formula and Business Rates Retention. However, due to the Government's prioritisation of the national response to the pandemic the Autumn Budget Statement expected to be announced in October was cancelled, and it has been confirmed that the Government Departments' Spending Review will be for one year only – 2021/22. The Spending Review is expected to be announced in late November. As a result, the Local Government Finance Settlement is</li> </ul>		<p>as costs that have not been captured on the COVID19 cost codes setup in the financial ledger.</p> <ul style="list-style-type: none"> <li>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). An update for Q2 forecast will be presented to Scrutiny and Cabinet meetings in December.</li> <li>The Council Reserves Policy was approved by Cabinet in October. Reserves are a key part of the Council's financial resilience and robustness. On this basis reserves are a key part of the Council's financial response to the pandemic. The balance</li> </ul>		<p>financial and economic impact will continue to be significant.</p> <p>Emerging vaccines.</p>	
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	<p>expected to be announced by Government in mid-December and is expected to be (not confirmed) a one year 'roll-over' funding settlement for 2021/22 only.</p> <ul style="list-style-type: none"> <li>• The 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.</li> <li>• The Council's 2020/21</li> </ul>		<p>here is to understand the risk the significant use of resources held in reserves will have on the Council's financial resilience and robustness over the medium-term period.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Review of the Council's Capital Programme to consider rephasing of capital schemes and reduce the revenue</li> </ul>			
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	<p>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 £64.9m gross adverse financial impact. To date the Council has received £36.5m of Government support funding (including £14.1m relating to the funding of Infection Control, Track and Trace, Council Tax Hardship, Food Poverty and Essentials Support etc). This leaves a potential funding gap (linked to COVID19) of circa £28.4m in 2020/21.</p>		<p>costs of the schemes.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• A further update of the Council's MTFP savings requirement across the medium-term period will be taken to Scrutiny and Cabinet meetings in December.</li> </ul>			
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	<p>The MTFP forecast and assumptions continue to be updated as detailed above to reflect the impact of national decisions and announcements in terms of national lockdowns, tier restrictions and emerging vaccines.</p> <ul style="list-style-type: none"><li>• Despite the Government support funding and further funding to be provided in relation to Sales, Fees and Charges income loss compensation, the extent of the financial impact means the Council will need to share the 2020/21 financial burden of COVID19 with Government. This will be achieved through the use of available resources from GMCA returns linked to Waste Reserves held by the GMCA and use of the Council's earmarked reserves and General</li></ul>					
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	Fund Balance.					
<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 &amp; opportunities</i>	<i>Corporate priority</i>
<b>3. ICT Capacity</b>  Insufficient ICT infrastructure and capacity.	<ul style="list-style-type: none"> <li>The benefits of digital and information systems are unrealised</li> <li>Cyber Resilience</li> </ul>	Michael Cullen/ Adrian Davies	<ul style="list-style-type: none"> <li>Infrastructure Data Centre refresh plan approved (Nutanix procurement) including capacity for remote working and cloud services.</li> <li>Digital Strategy Road Map including Technology, Data and Transformation.</li> <li>Joint working across GM</li> <li>PSN assessment and testing, Cyber Essentials accreditation</li> <li>Communications campaigns on threats from cyber-crime.</li> </ul>	<b>L2x I3            Medium</b>		<b>All</b>

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<p><b>4. Demand Pressures</b></p> <p>Inability to influence behaviour change resulting in demand and expectations continue to rise.</p>	<ul style="list-style-type: none"> <li>Welfare reform - Vulnerable residents suffer a fall in household incomes, with associated risks to health and wellbeing and increase in child poverty.</li> <li>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</li> </ul>	Corporate Leadership Team	<ul style="list-style-type: none"> <li>Action plan for implementation of reforms within services</li> <li>Working with Stockport Advice, DWP, Job Centre Plus, Stockport Homes and across Greater Manchester</li> <li>Monitor developments relating to the passage of supporting statutes for the Children and Social Care Act.</li> <li>MTFP Delivery Plan including channel shift to digital and restructuring of services and commissioning.</li> </ul>	<b>L3x I4 Medium</b>		<b>All</b>

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<p><b>5. Supplier and partner risk</b></p> <p>Key suppliers and partners to significant projects and services may be unable to deliver on behalf of the Council.</p>	<ul style="list-style-type: none"> <li>• Service failure or projects overrun or cannot be completed.</li> <li>• Services commissioned and procured may not be delivered to the requisite cost or standards.</li> </ul>	Corporate Leadership Team	<ul style="list-style-type: none"> <li>• Procurement process including financial assessments of potential suppliers.</li> <li>• Robust business continuity and contingency plans.</li> </ul>	<p><b>L2x I3</b></p> <p><b>Medium</b></p>	<p>MTFP -Procurement 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>	<b>All</b>

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<p><b>6. Information Governance</b></p> <p>Failure to protect the Council's information assets including personal and sensitive personal data and other confidential data.</p>	<ul style="list-style-type: none"> <li>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 sensitive information and possible financial risk via financial penalties.</li> <li>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</li> </ul>	<p>Michael Cullen (Craig Hughes/ Karen Lane)</p>	<ul style="list-style-type: none"> <li>Action plan to meet GDPR requirements ongoing.</li> <li>IG and ICT security policies and procedures including assessment and coordination of serious information governance incidents.</li> <li>Robust governance, management and monitoring arrangements including new SIRO Board</li> <li>Data Breach Panel.</li> <li>Mandatory staff training,</li> <li>Regular communication and awareness raising</li> </ul>	<p><b>L2x I3 Medium</b></p>	<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 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</p>	<p><b>All</b></p>

	Protection Act re. fair processing including the Troubled Families and other multi-agency programmes				Manager/ DPO appointed.	
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<b>7. Social Care restructuring (Adults)</b> Financial resources and capacity are insufficient to deliver the strategic change programme and associated benefits to required timescales.	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.  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	Mark Fitton	<ul style="list-style-type: none"> <li>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.</li> <li>The implementation of the new model will be supported with</li> </ul>	<b>L3 x I4 High</b>	Due to the impact of the covid19 pandemic as of February 2020 the transformation programme was paused. This has now been revisited and the service has recommenced with the programme work work. The service continues to respond to the pandemic which means that progress against the transformation plan	<b>1. People are able to make positive choices and be independent.</b>  <b>2. People who need support get it.</b>

	achieved against the original timescales.		<p>dedicated resource through the implementation team who will work with service experts to implement the required changes, whilst identifying and managing risks</p> <ul style="list-style-type: none"><li>• The risks of failure to deliver will be overseen by a Programme Board and Team that has been established to support implementation.</li><li>• 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.</li></ul>		will be slower than anticipated. The programme of work will run throughout the rest of 2020/21 and into 2021/22.	
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<p><b>8. Social Care restructuring (Childrens and Education)</b></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>Chris McLoughlin (Jennie Neill)</p>	<ul style="list-style-type: none"> <li>• The new model for Stockport Family and Education Services was one of the proposals through the MTFP process (2019/20).</li> <li>• The Programme Lead has led a strategic review of Children’s and Education Services to identify areas of best practice, potential duplication and opportunities for integration. The same lead has also led the delivery of the Written Statement of Action in response to the OFTSED/ CQC inspection of SEND provision, ensuring goal congruence.</li> <li>• Oversight by the</li> </ul>	<p><b>L3 x I4 High</b></p>	<p>Positive lessons learned about ways of working from lockdown.</p> <p>The findings and recommendations from the DSG review are now in a period of consultation with relevant stakeholders and the results of this consultation will inform the wider transformation agenda.</p>	<p><b>1. People are able to make positive choices and be independent.</b></p> <p><b>2. People who need support get it.</b></p>

			<p>Children and Education Review Group (Heads of Service from Education and Principal Leads in Stockport Family) chaired by the Director of Children's Services.</p> <ul style="list-style-type: none"><li>• The Werneth and Brinnington Enhanced Integration Programme has been a testbed for the new model although further rollout has been impacted by Covid 19</li><li>• A refresh of the Restorative Practice training has also been undertaken to support the workforce through cultural change, new ways of working and integration</li><li>• Alongside, work on commissioning within the social care market will need to continue to address the growing costs that Children's Social Care is currently</li></ul>			
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			<p>funding.</p> <ul style="list-style-type: none"> <li>• A forensic analysis of the high needs block of the dedicated schools grant has concluded with five overarching recommendations which are out for consultation until December 2020. The outcome of this consultation will inform the final report which will then go through further governance. This is a five year transformation programme with phased implementation from September 2021</li> <li>• Revised senior leadership structure has been developed</li> </ul>			
<i>Risk Area</i>	<i>Specific risks</i>	<i>Owner (CD / HoS)</i>	<i>Existing Controls</i>	<i>Current Risk Scores and rating(see</i>	<i>Emerging risks &amp; opportunities</i>	<i>Corporate priority</i>

				<i>table below)</i>		
<p><b>9a.School Places</b></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 significant deterioration of the condition of some school buildings.</p>	<ul style="list-style-type: none"> <li>• Demand exceeds number of available places in primary in specific pupil place planning areas, although not across the entire borough. The pressure hotspots are located in Marple and the Heatons.</li> <li>• The borough currently has a significant pressure with a lack of available special school places across the entire borough.</li> <li>• 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.</li> <li>• Parents are not allocated first preference schools.</li> <li>• Overcrowding has an impact on quality of</li> </ul>	<p>Caroline Simpson/ Michael Cullen/ Chris McLoughlin</p>	<ul style="list-style-type: none"> <li>• Liaise with colleagues to ensure accurate data analysis informs estimates to inform place planning.</li> <li>• Write successful bids to provide capital support for school expansion programmes.</li> <li>• Work with council partners to develop a borough wide strategy for planning and development of school places.</li> <li>• Rebuild and expand Lisburne School</li> <li>• 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</li> </ul>	<p><b>L3x I2 Medium (High for SEN)</b></p>	<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><b>1. People are able to make positive choices and be independent.</b></p> <p><b>2. People who need support get it.</b></p>

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

	<p>Council around DOLS and how the Council works with the Coroners Office</p> <ul style="list-style-type: none"> <li>Financial risk to the Council if legal action is taken by families waiting for DOLS assessments to be authorised by local authority/supervisory body.</li> </ul>		<p>and Adults Boards</p> <ul style="list-style-type: none"> <li>Integration of adults and children's safeguarding processes</li> <li>Multi-Agency Safeguarding and Support Hub (MASSH) and Stockport Family First Response Team</li> </ul>			
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<p><b>11. Delivering growth</b></p> <p>Failure to deliver sustainable key strategic, regeneration and capital investment programmes.</p>	<ul style="list-style-type: none"> <li>Failure or delay in key growth and highways programmes impacting on growth objectives and local economy, e.g. in reducing congestion, increased employment..</li> <li>Short-term impact of major infrastructure and development projects, with roadworks, congestion and reduced</li> </ul>	<p>Caroline Simpson/ Paul Richards</p>	<ul style="list-style-type: none"> <li>Inclusive Growth programme</li> <li>Agreed deadlines are realistic and achievable.</li> <li>Regular updates provided by project leads.</li> <li>Strategic overview and challenge.</li> <li>Timeline for each</li> </ul>	<p><b>L3x I3 Medium</b></p>	<p>Stockport Local Plan and Greater Manchester Spatial Framework in development.</p> <p>Stockport Exchange Ph3 and onwards.</p> <p>Creation of the Stockport Mayoral Development Corporation which has led to greater</p>	<p><b>3. Stockport benefits from a thriving economy</b></p> <p><b>4. Stockport is a place people want to live</b></p>

	<p>parking affecting town centre.</p> <ul style="list-style-type: none"> <li>• Insufficient funding and land supply impacting on ability to deliver new housing development.</li> <li>• External market developments negatively impact income and benefit assumptions, both at commencement of a scheme but also at break points in leases.</li> <li>• Progress on specific projects is not viewed strategically, impacting on ability of Growth and Reform programme to deliver on the scale and timing required.</li> <li>• Projects not delivered within agreed timescales meaning that savings need to be found from other budgets or from reserves.</li> <li>• Conflict or duplication between project outcomes.</li> </ul>		<p>project controlled.</p> <ul style="list-style-type: none"> <li>• Corporate Estates Strategy / Asset Management Plan.</li> <li>• Regular progress meetings held, e.g. on TC co-ordination to ensure disruption is minimised.</li> <li>• Proactive and independent advice/assurance that Internal Audit/Risk and external advisors provide to all key projects.</li> <li>• Greater flexibility on planning including 'Brownfield First' approach to bring sites forward and Town Centre Living strategy.</li> <li>• Establishment of local housing company (Viaduct Housing) to maximise available funding. .</li> <li>• Increased capacity for pre-application advice</li> </ul>		<p>investor interest in the town and has accelerated delivery.</p> <p>Enhanced support from GM Combined Authority and Homes England for growth in Stockport town centre.</p> <p>Strategic Business Plan 2020-2025 for the MDC now approved by Council and GMCA. Business Plan will be subject to regular reviews to reflect any current or forecast impact of COVID-19 on the property market and regeneration ambitions for Town Centre West.</p>	
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	<ul style="list-style-type: none"> <li>Impact of Covid 19 on the value of investments and viability of regeneration programmes, for example Mayoral Development Corporation strategic plan.</li> </ul>		<p>to improve quality of submissions and reduce delays.</p> <ul style="list-style-type: none"> <li>Close liaison with Members on applications and call-ins.</li> <li>Clear mechanisms in place to ensure the Council has adequate control and influence over the Stockport Mayoral Development Corporation</li> <li>Robust programme and project management around the Growth and Reform programme.</li> </ul>			
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				<i>below)</i>		
<b>12. Climate Emergency</b>	<ul style="list-style-type: none"> <li>• The Council declared a Climate Emergency in March 2019.</li> <li>• Challenges measuring the impact of any plans and policies implemented by the Council.</li> <li>• Affecting change within a limited resource envelope.</li> </ul>	Caroline Simpson (Mark Glynn)	<ul style="list-style-type: none"> <li>• Member led Climate Emergency Task Group formed.</li> <li>• All members have been offered Carbon Literacy training</li> <li>• 120 Council staff have received Carbon Literacy training.</li> <li>• Consultants commissioned to assist in developing an Action Plan for the Council towards a goal of becoming carbon neutral.</li> <li>• The Council has launched its Stockport CAN (Climate Action Now) strategy with a new financial appraisal framework in place for ensuring that all investment decisions include impact upon</li> </ul>	<b>L3x I2 Medium</b>	Risk of insufficient funds to deliver CAN in timescales set out.	<b>All</b>

<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 &amp; opportunities</i>	<i>Corporate priority</i>
<b>13. Pandemic</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	Corporate Leadership Team	<ul style="list-style-type: none"> <li>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.</li> <li>Senior managers have reverted to service business continuity plans and this approach has been</li> </ul>	<b>L4x I4 High</b>	<p>Second wave/ future 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) and the</p>	<b>All</b>

	<ul style="list-style-type: none"> <li>• Inevitable impact on corporate governance arrangements throughout the Council.</li> <li>• All other corporate risks will be impacted either due to delays on programmes, diversion of resource, funding challenges or physical restrictions from distancing.</li> <li>• 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.</li> </ul>		<p>pivotal in developing a stable working from home platform.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Some services were suspended with staff redeployed to other areas including new areas of activity in response to the crisis</li> <li>• A governance structure was put in place to ensure a cohesive boroughwide response to key Coronavirus</li> </ul>		<p>continued restrictions on movement and activity from various stages of lockdown.</p> <p>Possible vaccine and the need to deploy</p>	
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			<p>related challenges with partner organisations</p> <ul style="list-style-type: none"><li>• 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.</li><li>• Remote member meetings from May 2020.</li><li>• Equality impact assessments undertaken for all areas of service change</li><li>• Public Health are developing a pandemic management plan for future outbreaks.</li></ul>			
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### 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.	<b>1-4</b>	<b>Low</b>
	<b>6-9</b>	<b>Medium</b>
	<b>12-16</b>	<b>High</b>