



STOCKPORT  
METROPOLITAN BOROUGH COUNCIL

# STOCKPORT COUNCIL PLAN 2015/16

***FINAL DRAFT***

Portfolio Agreement  
**Safe and Resilient  
Communities**



STOCKPORT  
METROPOLITAN BOROUGH COUNCIL

**INVESTING  
IN STOCKPORT**  
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## PORTFOLIO HOLDER'S INTRODUCTION

I am pleased to present my new Portfolio Agreement for 2015/16. My aims in this new, expanded, Safe and Resilient Communities portfolio for the coming year are:

- to improve the lives of people across Stockport, especially in our priority neighbourhoods, by providing high quality local services and support, tackling crime and anti-social behaviour and reducing re-offending among young people.
- to deliver effective leadership across education in the borough, helping to drive up standards and delivering sufficient school places.



I look forward to reporting progress against my portfolio priorities over the year.

**Cllr Shan Alexander,**  
**Executive Councillor – Safe and Resilient Communities**

## Focusing on outcomes in a period of change

The Council plays many vital roles that help make Stockport a great place. Throughout 2015-16 our strategic priority is to explore, in detail, new ways to continue to play these roles that can be sustained from significantly reduced resources.

In developing these new approaches we will remain focused on the key outcomes we want to see for the Borough, and on continuing to deliver, to a high standard, those things that are rightly the Council's core business. Our five key outcomes drive everything we do and describe a future in which:



**The Safe and Resilient Communities Portfolio helps to ensure communities in Stockport are safe and resilient, by:**

- Providing Council services and working with our partners in the areas of community safety, neighbourhood management, youth offending, libraries, school improvement, schools organisation and governance, early years, apprenticeships and 14-19 services.
- Working closely with our partners to ensure people feel safe where they live, communities have the capacity to shape their future and cope with change, children are supported to have the best start in life and learners are supported to meet their full potential.

*This Portfolio Agreement sets out the key responsibilities in relation to services and budgets. It also details the range of activities, projects and programmes which will support delivery of the priority outcomes, the risks to delivery and the measures which will reflect progress over the year.*

## **Reporting Progress**

The information in this Portfolio Agreement will be updated throughout the year and reported to the **Corporate, Resource Management and Governance (CRMG) and Children and Young People Scrutiny (CYP) Committees** as follows;

- **CRMG** – Community Safety, Neighbourhoods and Libraries
- **CYP** - Education and School Support

<b>Report</b>	<b>CRMG Scrutiny</b>	<b>CYP Scrutiny</b>
<b>First Update</b>	<b>4 August 2015</b>	<b>5 August 2015</b>
<b>Mid-Year</b>	<b>3 Nov 2015</b>	<b>4 Nov 2015</b>
<b>Final Update</b>	<b>2 Feb 2016</b>	<b>3 Feb 2016</b>
<b>Annual Report</b>	<b>31 May 2016</b>	<b>1 June 2016</b>

The Executive will then be asked to consider and approve the Corporate Performance and Resource Report at its next meeting.

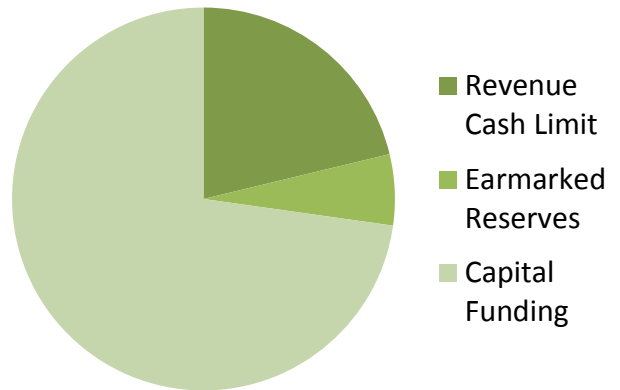
## The key Council services, functions and teams in this Portfolio are...

<p><b>Community Safety</b></p>	<p>Supporting the work of the Safer Stockport Partnership by working with partner agencies and voluntary groups that aim to reduce crime and anti-social behaviour in Stockport. This is done through projects that seek to achieve one or more of the following outcomes:</p> <ul style="list-style-type: none"> <li>• Reduce crime and antisocial behaviour ;</li> <li>• Reduce re-offending by supervising prolific offenders;</li> <li>• Reduce the harm caused through drug and alcohol abuse;</li> <li>• Protect vulnerable people and victims of crime ;</li> <li>• Reduce violent crime including domestic violence and exploitation;</li> <li>• Increase confidence within local communities by providing useful advice and information and reduce the effects of organised crime in our most vulnerable communities.</li> </ul>
<p><b>Neighbourhood Management</b></p>	<p>Working to improve the quality of life in priority neighbourhoods, to ensure that there is effective partnership working and targeting of resources.</p>
<p><b>Youth Offending</b></p>	<p>Borough-wide youth justice services and the co-ordination of services ensure effective and robust supervision of all young offenders to reduce re-offending and early intervention for those who are deemed at risk of entering the criminal justice system through prevention services</p>
<p><b>Libraries</b></p>	<p>Stockport’s libraries make a positive contribution to the cultural life of the community, supporting learners of all ages and abilities and ensure access for all, working to reduce inequalities, online and through a network of 16 buildings and a home library service.</p>
<p><b>School Effectiveness</b></p>	<p>The core purpose of the service is to support the Director for Children’s Services (DCS) in his statutory role of providing strong leadership in an increasingly autonomous sector and supporting the drive for high educational standards by raising achievement for all pupils across the Early Years Foundation Stage and Key Stages 1 to 4 provision. It also aims to implement strategies to raise achievement of those at risk of social or educational exclusion .</p>
<p><b>Commissioning School Places</b></p>	<p>The service leads on the development and delivery of strategic plans aimed at providing sufficient school places, in a challenging landscape, and the best possible quality education environments for all children and young people, particularly in respect of school buildings and school re-organisation to meet local and national requirements and strategies as they emerge..</p>
<p><b>Participation and Education</b></p>	<p>The service seeks to influence and respond to national, sub-regional and local policy drivers in Participation, Education, Skills and Employment. The service also supports the DCS in his statutory duties by securing adequate and sufficient provision for all Stockport residents aged 16-18 (25 for LLDD) , including the most disadvantaged and vulnerable, and ensuring a commitment towards full participation in education, employment or training till age 18 from 2015. The service aligns its priorities to the needs of Stockport residents, employers, the GM Local Enterprise Partnership and is a major contributor to ‘thriving Stockport’.</p>

## 2015/16 Portfolio Resources

- **Cash Limits** are approved before the financial year commences and each Portfolio is responsible for ensuring that their net expenditure does not exceed their cash limit for that year.
- **Earmarked Reserves** are set aside to meet expenditure which the Portfolio expects to incur in the future, including allocations to specific liabilities which are certain or very likely to occur
- **Capital Funding** comprises non-recurring resources from a range of sources (see below)

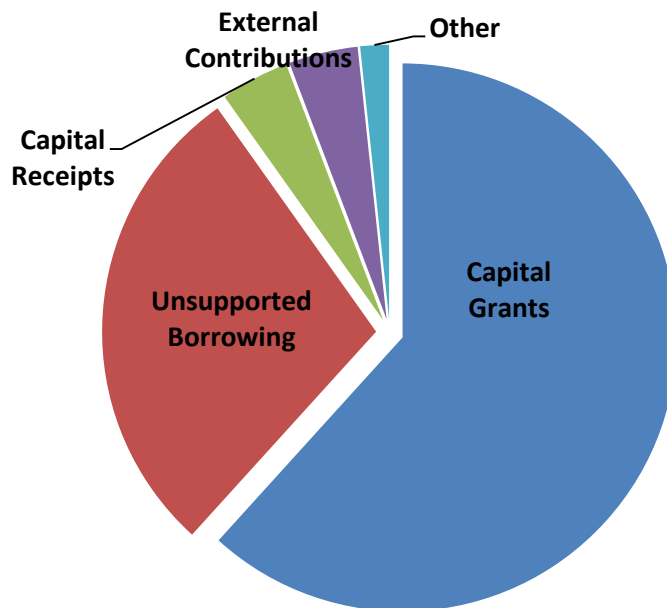
### Safe and Resilient Communities Portfolio Resource Base



Directorate	<u>Revenue</u> Cash Limit	Earmarked Reserves	Capital Funding	Total Resources
	£000	£000	£000	£000
Corporate and Support Services	4,678	1,088	0	6,667
People	4,335	1,455	30,888	35,777
<b>Resources 2015/16</b>	<b>9,013</b>	<b>2,543</b>	<b>30,888</b>	<b>42,444</b>

Further information on these budgets is shown on the following pages.

### Capital Resources 2015/16



## Cash Limit Revenue Budget 2015/16

Portfolio	Expenditure			Income	Net Cash Limit Budget
	Employee Expenditure	Non-Employee Expenditure	Gross Expenditure	Gross Income	
	£000	£000	£000	£000	£000
Community Safety	1,063	689	<b>1,752</b>	-645	1,108
Neighbourhood Management	518	222	<b>740</b>	-5	735
Community Grants	0	84	84	0	84
Youth Offending	1,187	268	1,455	-560	895
Home to School Transport and Travel Passes	151	2,561	2,712	-85	2,627
Other Services Excluded (People)	1,438	-1,545	-107	-34	-141
Senior Management	455	62	517	-242	275
School Improvement	2,165	509	2,674	-2,079	595
Libraries (including Advice Services)	2,125	962	3,087	-251	2,835
<b>Total</b>	<b>9,090</b>	<b>3,799</b>	<b>12,889</b>	<b>-3,876</b>	<b>9,013</b>

## Non-Cash Limit Budget 2015/16 – Dedicated Schools Grant (DSG)

Description	£000
Central Statutory Services	1,606
De-delegated Services (Including Behaviour Support, Ethnic Diversity and pooled contingency arrangements, e.g. maternity support)	3,148
<u>High Needs Block:</u>	
Place funding	6,900
Top-Up Funding	8,561
SEN & Inclusion	3,873
Pupil Referral Units	1,923
Support Services	3,163
Other	2,059
<b>Sub-total High Needs Block</b>	<b>26,479</b>
<b>Total</b>	<b>31,233</b>

## Earmarked Reserves 2015/16

Reserve	Description	Baseline at 1/4/15
		£000
Community Safety	Community safety projects and provision of Alan Newton Centre refurbishment.	776
Neighbourhood Management	Neighbourhood management 'You Say We Pay' schemes.	145
Libraries	To support new initiatives and projects	297*
Medium Term Financial Plan	General reserve applied as appropriate in managing the overall portfolio financial position	523
Ethnic Diversity Service Trading Reserve	Reserve for priority initiatives / service improvement	249
14 to 19 Services	Funding for Apprenticeship Programme	408
Music Services	Grant carried forward	60
Youth Offending Team Projects	Reserve for priority initiatives / service improvement	215
<b>Total</b>		<b>2,673</b>

*\* NB this includes £130k previously allocated to the Independence and Wellbeing Portfolio for Information and Advice and reported to the Executive on 16 June. As this is earmarked for new initiatives and projects within Libraries, it has now been transferred to the Safe and Resilient Communities Portfolio.*

## Earmarked Reserves 2015/16: DSG

Description	£000
School Balances	13,414
DSG Balances	3,736
<b>TOTAL</b>	<b>17,150</b>

## Capital Programme 2015/16

Scheme	Description
Early Education for 2-yr olds	Grant funding utilised to ensure the Council meets the government's commitment to ensuring that 40% of two-year-olds take up their entitlement to funded early education. In Stockport this equates to over 1,200 two year old places. £0.237m has been spent over the past two years, with plans in place for further developments during 2015/16 to ensure that an uplift in placements can be accommodated, with £0.155m due to be incurred in 2015/16.

Capital Scheme	Description	£000
St Thomas's CE (Heaton Chapel)	3FE Expansion	7,471
Arden Prim.	2.5FE Expansion	5,450
Queens Road	Expansion	4,419
Warren Wood Prim	Expansion	2,180
Greave Prim.	Expansion	1,379
St Elisabeths CE	Expansion	1,053
Abingdon Prim.	Expansion to 2FE as PSBP top-up	1,000
Stockport Sec.	Slate Roof	664
Cale Green Prim.	Expansion	511
Westmorland Prim.	Expansion	437
Great Moor Inf	Free School Meals	376
Banks Lane Inf.	Mobile Replacement	367
Broadstone Hall Prim.	Rewire	360
Stockport Sec.	Rewire 2	339
St Paul's CE Prim.	Expansion	254
Adswood Prim.	Expansion	250
Meadowbank Prim.	Infant Block Flat Roof Replacement	225
Castle Hill School	Relocation	206
Lark Hill Prim.	Rewire	172
Cheadle Prim.	Rewire	168



<b>Capital Scheme</b>	<b>Description</b>	<b>£000</b>
Lisburne School.	Expansion	137
Universal Free School Meals	Various schemes	131
Bolshaw Prim	School Improvement	112
Nevill Road Junior	Asbestos Roof Phase 1	108
Cheadle Heath Prim	Expansion	
Rose Hill Prim.	Building Works	81
Meadowbank Prim.	Boiler	80
Offerton Hall Nurs.	Boiler	69
Thorn Grove Prim.	Roof	65
Meadowbank	Additional Classroom	62
St Mary's CE Prim.	Expansion/Rewire	62
Bolshaw Prim.	Convector (part UFSM)	51
Bramhall High	High Dome	50

**Capital Programme – Expenditure and Financing**

<b>Capital Scheme</b>	<b>2015/16 Programme</b>	<b>Capital Grants</b>	<b>Unsupported Borrowing</b>	<b>Capital Receipts</b>	<b>External Contributions</b>	<b>Other</b>
	£000	£000	£000	£000	£000	£000
Early Education for 2-yr olds	155	155	0	0	0	0
Early Years	69	55	0	0	14	0
Primary Sector schemes	27,211	16,097	8,787	1,205	1,101	21
Secondary Sector schemes	1,201	989	0	0	137	75
Special Sector schemes	452	194	0	0	9	249
Special Educational Needs	48	0	0	48	0	0
Individual School schemes	1,752	1,575	0	0	0	177
<b>TOTAL</b>	<b>30,888</b>	<b>19,065</b>	<b>8,787</b>	<b>1,253</b>	<b>1,261</b>	<b>522</b>

## 2015/16 Key Portfolio Priorities

Each of the services and functions identified earlier in this document will have a number of priorities to be delivered during 2015/16. These will be set out in the relevant functional and service business plans. The 'day to day' business of the Safe and Resilient Communities Portfolio incorporates the following improvement priorities, and regular updates will be provided on these throughout the year.

Crime reduction	Reducing re-offending
Enabling community engagement	School improvement, raising standards and reducing exclusions*
Raising the Participation Age and implementation of the 16-19 Participation Plan*	School organisation and commissioning of school places

### Investing in Stockport Priorities

Investing in Stockport (IIS) is the Council's approach to making the most of existing resources and opportunities in order to respond to the significant challenges it faces. IIS will be delivered through a programme of service reform, changing the way we do things to meet new demands, alongside stimulating economic growth. The Support and Governance Portfolio will focus on the following Investing in Stockport delivery priorities for 2015/16:

#### **Service Redesigns**

A series of Business Cases will be brought forward for services delivered within communities that contribute to the Portfolio, including Libraries, Community Safety and Neighbourhood Management. These will be closely linked to the Locality Operating Model being developed and led by the Support and Governance Portfolio.

The Portfolio also has links with the IIS Project relating to the implementation of Targeted and Specialist Services for Children and Young People (0-25) with **Special Educational Needs and Disabilities (SEND)**, which is led by the Supporting Children Portfolio.

\* These priorities sit within the [Stockport Children's Trust Strategic Plan](#) and include work with the priority cohorts identified in the Plan

## 2015/16 Portfolio operating context

A number of legislative and policy areas are likely to have a significant influence over the next 12 months on the work of the Portfolio. These will include;

- *Public Service Reform Programme* – roll out of the Public Service Reform Programme on justice and rehabilitation of offenders;
- *Anti-Social Behaviour, Crime and Policing Act* – continued implementation throughout 2015/16;
- *Welfare Reforms* – continued implementation / roll out
- *The Children and Families Act* – the overarching aim of the Act is to improve services for vulnerable children and support families. 2014/15 saw the implementation of various provisions within the Act, preparation for the implementation of the other measures will remain a key policy driver during 2015/16.
- *The Queen's Speech 2015* – included the Education and Adoption Bill which if enacted will directly impact on the work of this Portfolio
- *DFE Social Care Innovation Fund* – the Council has been awarded a grant of £3.03M which will be used to support the integration of social care with the Integrated Children's Service, as part of the development of the 'Stockport Family Programme'.

## Measuring Performance and Reporting Progress

The performance indicators below include statutory and locally defined measures and help monitor performance against the Portfolio's key priorities.

The measures have been chosen to reflect the impact or outcome of activity that is relevant to achieving the Council's objectives. They will also reflect inputs, outputs or processes which deliver results that contribute to the wider outcome.

These measures will be reviewed in light of the new delivery models being developed to ensure that they continue to reflect progress in achieving better outcomes for Stockport.

All measures identified within the Safe and Resilient Communities Portfolio are delivered in partnership with other providers rather than directly by services within the Council.

The measures included below are those considered most appropriate to include in this document and be reported on a quarterly or annual basis. As has been the case in previous years, should scrutiny members wish to examine a particular service / function's performance in more detail then specific reports would be produced which include a wide range of measures and other means of assessing performance.

### Measures in bold will be reported in the Corporate Report.

PI Code	PI Name	Reported	Good Performance	2013/14 Value	2014/15 Value	2015/16 Target
<b>SRC.1 CCCS.21</b>	<b>Victim-based crime per 1,000 population</b>	<b>Quarterly</b>	<b>Low</b>	<b>50.89</b>	<b>51.31</b>	<b>Aim to minimise</b>
<b>SRC.2 CCCS.22</b>	<b>Violent crime per 1,000 population</b>	<b>Quarterly</b>	<b>Low</b>	<b>8.14</b>	<b>10.44</b>	<b>Aim to minimise</b>
<b>SRC.3 CCCS.23</b>	<b>Stealing per 1,000 population</b>	<b>Quarterly</b>	<b>Low</b>	<b>32.82</b>	<b>30.63</b>	<b>Aim to minimise</b>
SRC.4 CCCS.24	Re-offending rate (frequency of offences per offender)	Annually	Low	1.07	N/A	Aim to minimise
<b>SRC.5 CYP.08</b>	<b>Young offenders – rate per 1,000 10-17 year olds (number)</b>	<b>Quarterly</b>	<b>Low</b>	<b>6.8 (182)</b>	<b>5.2 (140)</b>	<b>Aim to minimise</b>
SRC.6	First time entrants	Quarterly	Low	82 (y/e Sept'13)	58 (y/e Sept'14)	
SRC.7 CCCS.25	Proven rate of re-offending by young offenders (based on cohorts first offending 18-24 months previously)	Annually	Low	34.6% (2012)	N/A	Aim to minimise

A number of perception measures are proposed from 2015/16. These are shown on p15 below, and have been numbered as SRC.8 to SRC.12.

PI Code	PI Name	Reported	Good Performance	2013/14 Value	2014/15 Value	2015/16 Target
SRC.13	Pre-school provision (Childminders) rated as good or better, rate per 1,000 0-5 yr olds	Quarterly	High	3.8 (78) As at 31/03/14	4.8 (100)	Aim to maximise
SRC.14	Pre-school provision (other early years settings) rated as good or better, rate per 1,000 0-5 yr olds	Quarterly	High	3.8 (78) As at 31/03/14	4.8 (100)	Aim to maximise
SRC.15	Pupils attending schools with an overall effectiveness evaluation of good or better	Quarterly	High	88.3% (34,132)	84.6% (33,158)	Aim to maximise
SRC.16	18 year olds who are in employment, education or work-based training	Quarterly	High	93.3% (13/14 Q4)	94.2% (14/15 Q4)	N/A
SRC.17 LLA 07	Young People aged 16 - 18 year old who are Not in Employment, Education or Training (NEET)	Quarterly	Low	5.3% (13/14 Q4)	4.3% (14/15 Q4)	Aim to maintain

\* Measures relating to schools performance against Ofsted thresholds for absence and exclusions are currently being explored

## Academic Year measures

PI Code	PI Name	Reported	Good Performance	2012/13 Value	2013/14 Value	2014/15 Target
SRC.18	<b>Children achieving a Good Level of Development (GLD) at the end of the Early Years Foundation Stage</b>	<b>Annually academic year</b>	<b>High</b>	<b>54.1%</b>	<b>62.1%</b>	<b>Aim to maximise</b>
SRC.19	Children attaining the expected level in Reading at Key Stage 1	Annually	High	80.8%	82.3%	N/A
SRC.20	Children attaining the expected level in Writing at Key Stage 1	Annually	High	68.3%	70.6%	N/A
SRC.21	Children attaining the expected level in Maths at Key Stage 1	Annually	High	79.4%	80.3%	N/A
<b>SRC.22 LLA 01</b>	<b>Children attaining the expected level at Key Stage 2</b>	<b>Annually academic year</b>	<b>High</b>	<b>77.6%</b>	<b>79.8%</b>	<b>Aim to maintain</b>
SRC.23	Pupils making the expected level of progress in Reading between Key Stage 1 and Key Stage 2	Annually	High	89.2%	92.0%	N/A
SRC.24	Pupils making the expected level of progress in Writing between Key Stage 1 and Key Stage 2	Annually	High	92.3%	93.1%	N/A
SRC.25	Pupils making the expected level of progress in Maths between Key Stage 1 and Key Stage 2	Annually	High	90.8%	90.7%	N/A
SRC.26	Pupils making above the expected level of progress in Reading between Key Stage 1 and Key Stage 2	Annually	High	30%	35.1%	N/A
SRC.27	Pupils making above the expected level of progress in Writing between Key Stage 1 and Key Stage 2	Annually	High	28.8%	34.3%	N/A
SRC.28	Pupils making above the expected level of progress in Maths between Key Stage 1 and Key Stage 2	Annually	High	34.7%	35.5%	N/A
<b>SRC.29 LLA 02</b>	<b>Children attaining the expected level at Key Stage 4</b>	<b>Annually academic year</b>	<b>High</b>	<b>65.8%</b>	<b>58.4%</b>	<b>Aim to maintain</b>
SRC.30	Pupils achieving the English Baccalaureate	Annually	High	28.8%	26.8%*	N/A

PI Code	PI Name	Reported	Good Performance	2012/13 Value	2013/14 Value	2014/15 Target
SRC.31	Pupils making the expected level of progress in English between Key Stage 2 and Key Stage 4	Annually	High	71.0%	70.1%*	N/A
SRC.32	Pupils making the expected level of progress in Maths between Key Stage 2 and Key Stage 4	Annually	High	75.6%	66.5%*	N/A
SRC.33	Pupils making above the expected level of progress in English between Key Stage 2 and Key Stage 4	Annually	High	33.1%	29.3%*	N/A
SRC.34	Pupils making above the expected level of progress in Maths between Key Stage 2 and Key Stage 4	Annually	High	35.2%	28.3%*	N/A

\* Provisional

<b><i>New measures proposed from 2015/16 - to be collected via Public Health adult lifestyle survey</i></b>						
PI Code	PI Name	Reported	Good Performance	2013/14 Value	2014/15 Value	2015/16 Target
NEW SRC.8	Percentage of people who feel they belong to their local area	3-Yearly	High	(2009) 56.7%	N/A	Aim to maximise
NEW SRC.9	Percentage of people who agree that they can influence decisions affecting their local area	3-Yearly	High	(2011) 31%	(2012) 24%	Aim to maximise
NEW SRC.10	Percentage of people who provide unpaid help at least once a month	3-Yearly	High	(2011) 23%	(2012) 25%	Aim to maximise
NEW SRC.11	Percentage of people who agree that their local area is a place where people from different ethnic backgrounds get on well together.	3-Yearly	High	(2009) 78.5%	N/A	Aim to maximise
NEW SRC.12	Percentage of people who feel safe when outside in their local area <ul style="list-style-type: none"> <li>• During the day</li> <li>• After dark</li> </ul>	3-Yearly	High	(2011) 90% 48%	(2012) 75% 41%	Aim to maximise

## Investing in Stockport – Delivering Reform

The following headline milestones have been identified for the Reform projects within this Portfolio. Robust risk management, stakeholder consultation and engagement and implementation planning will be key to successfully meeting these milestones. Implementation timeframes are regularly reviewed as part of project planning and implementation to ensure these are deliverable.

Detailed Business Cases for each project have been approved by the Executive. These include a comprehensive project risk register and can be found on the Investing In Stockport web page – [www.stockport.gov.uk/investinginstockport](http://www.stockport.gov.uk/investinginstockport)

Project / Programme	Agreed milestones 2015/16	Delivered by	Responsible Officer
<b>Service Redesign Projects</b> <i>(Community Safety, Neighbourhood Management and Libraries)</i>	Draft Business Case completed	August 2015	Laureen Donnan, Deputy Chief Executive / Paul Lawrence, Corporate Director for Place
	Consultation and Engagement with key stakeholders	December 2015	
	Final Business Case completed	December 2015	
	Implement new delivery models for a range of services delivered within communities	April 2016 onwards	
There are elements of reform within the Stockport Family programme which relate directly to Early Years and SEN. Whilst they will be reported to the Supporting Children Portfolio, the Executive Member for Safe and Resilient Communities will be closely monitoring progress against key Programme milestones.			
<b>Stockport Family / Targeted and Specialist Services for Children with SEND</b>	Draft Business Case Prepared (in line with IPS proposals)	August 2015	Andrew Webb, Corporate Director for People
	Final Business Case Prepared	December 2015	
	Revised Model in Place	April 2016	



## 2015/16 Portfolio Risks

This Risk Register is informed by the strategic objectives set out in this Agreement. It incorporates key project risks from the Locality Working IIS Project.

<b>Risk Ref</b>	<b>Risk Description (and potential impact)</b>	<b>Existing Controls</b>	<b>Responsible officer</b>
1	Changing nature of crime trends and offending	<ul style="list-style-type: none"> <li>Threat analysis to inform joint operations</li> <li>Regular surveillance and reviews of external factors which may impact crime</li> <li>Annual refresh of the crime assessment to identify emerging trends</li> <li>Quarterly Partnership Business group meetings to identify threats.</li> </ul>	Helen Boyle, Deputy Head of Service (Community Safety)
2	Changing national and local crime reduction priorities following alignment with PCC priorities	Spread impact by pooling budgets and prioritisation.	Helen Boyle, Deputy Head of Service (Community Safety)
3	Local residents, groups, service users fail to engage	Clear structure & process. Clear communications, involve key community organisations early in the process to spread involvement & ownership	Janet Wood, Head of Customer Engagement
4	Workforce instability / service continuity / productivity during a period of transitional change	Regular senior management engagement through Investing in Stockport. Clear responsibilities and defined staff capacity	Janet Wood, Head of Customer Engagement
5	Joint working and partnership working	Engagement Strategy, clear communications & early discussions with key stakeholders. Involve key stakeholders through SBMG, steering group and project teams, engaging with appropriate groups early in the process to develop ownership	Janet Wood, Head of Customer Engagement
6	Impact on service user outcomes	Clear structure and process developed to involve residents and service users in priority setting & the decision making process.	Janet Wood, Head of Customer Engagement
7	Potential impact of a major incident on Stockport and local communities	Stockport Emergency Plan	Claire Grindlay, Head of Business Support (Place)

Risk Ref	Risk Description (and potential impact)	Existing Controls	Responsible officer
8	Central government welfare reforms	<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 AGMA.</li> <li>• Extending and promoting on-line self-service and increased data integration</li> </ul>	Janet Wood, Head of Customer Engagement/ Alison Blount, Head of Revenues and Benefits
9	School Places – insufficient supply of school places	<ul style="list-style-type: none"> <li>• Liaise with colleagues to ensure accurate data analysis informs estimates to aid 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> </ul>	Phil Beswick, Director of Education Services