

**Corporate Risk Register 2021/22 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 &amp; opportunities</i>	<i>Corporate priority</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 information business intelligence to properly model proposed changes and impacts.</li> <li>Services unable to provide the required level of input into enabling schemes.</li> </ul>	<p>Corporate Leadership Team (Holly Rae)</p>	<ul style="list-style-type: none"> <li>4 core values that run 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.</li> <li>Work across partnerships to shape the Borough Plan and develop a shared long term vision which will be underpinned by partnership delivery plans. Ensuring that change is delivered in partnership.</li> <li>Development of our council transformation programme, across four key areas:               <ol style="list-style-type: none"> <li>We are a Council that is Built around our</li> </ol> </li> </ul>	<p><b>L3x I2 Medium</b></p>	<ul style="list-style-type: none"> <li>Failure to deliver effective services under “new normal” and realise the benefits of more digital ways of working.</li> </ul>	<p><b>All</b></p>

	<ul style="list-style-type: none"> <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>Communities</p> <ol style="list-style-type: none"> <li>We are a Council that maximises the opportunities of Digital</li> <li>We are a Council that values Partnerships and Collaboration</li> <li>We are a Council that cares about our staff and engages them in the future</li> </ol> <ul style="list-style-type: none"> <li>Oversight of MTFP projects by Strategy and Design, and Finance with new Boards established for each of the 4 areas above.</li> </ul>			
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<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 financial landscape continues to be challenging due to the significant levels of uncertainty, volatility and risk exacerbated by the financial impact of the pandemic. The continuing possibility of further lockdowns and restrictions</li> </ul>	Michael Cullen/ Jonathan Davies	<ul style="list-style-type: none"> <li>Over the financial year, the MTFP forecasts and assumptions have been continually retested to reflect the impact of national decisions and announcements in terms of national lockdowns, tier restrictions and</li> </ul>	<p><b>L4x I4</b></p> <p><b>High</b></p>	<ul style="list-style-type: none"> <li>Government Spending Review, and Local Government Finance Settlement.</li> <li>MTFP delivery plan including the</li> </ul>	<p><b>All</b></p>

	<p>due to new Covid-19 variants and the gradual lifting of current restrictions aligned to the Government's national recovery roadmap is adding to this.</p> <ul style="list-style-type: none"> <li>The 2020/21 outturn position reported to Cabinet in June is a deficit of £24.697m, made up of a Cash Limit deficit of £19.418m and a Non-Cash Limit deficit of £5.279m. This deficit is directly linked to cost pressures and income losses as a result of the pandemic. The deficit is mainly offset by Covid-19 related unringfenced grants received from Government during the financial year totaling £21.201m and £8.276m of unringfenced grant received in 2019/20 and held in reserves to support the financial position in 2020/21</li> <li>The 2021/22 Local Government Finance Settlement continued the trend of one-year funding settlements seen in</li> </ul>		<p>success of the vaccine rollout as well as other announcements impacting on Local Government funding.</p> <ul style="list-style-type: none"> <li>In setting a balanced budget the Council took a strategic decision to minimise the impact on services using the MTFP Strategy framed decision making to identify areas of achievable savings.</li> <li>The Finance Team continues to complete the monthly iterations of the Government's COVID19 financial impact return. In addition, the MTFP underpinning forecasts 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 2021/22 outturn position to identify any core</li> </ul>		<p>Council's transformation programme.</p> <ul style="list-style-type: none"> <li>GM Business Rate Retention – the impact the pandemic will have on the ongoing viability of businesses, reduction in rateable values due to material changes in circumstances appeals etc and the resulting impact on Business Rates income.</li> <li>Devolved H&amp;SC and skills funding at GM level.</li> <li>Continuing to lobby Government alongside other Authorities for further support whether that be funding or relaxation of legislation – i.e. allowing deficit budgets,</li> </ul>	
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	<p>previous financial years which provide no certainty over funding and again add to the uncertainty of the financial landscape making medium term financial planning difficult.</p> <ul style="list-style-type: none"> <li>In addition, the Council awaits further announcements from Government in terms of its ongoing national Covid-19 recovery roadmap, Local Government finance reform in relation to fairer funding formula and Business Rates and an expected multi-year settlement in 2021/22</li> </ul>		<p>budget underspends/offsets</p> <ul style="list-style-type: none"> <li>Continued financial update reports regularly presented to Cabinet .</li> <li>The Council's Reserves Policy was reviewed and approved by Cabinet in October 2020 and will be reviewed again in 2021/22 to ensure one-off resources held are aligned to the Council's corporate and strategic objectives and supporting the Council's financial resilience and robustness.</li> <li>Review of the Council's Capital Programme to consider rephrasing of capital schemes and reduce the revenue costs of the schemes.</li> <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</li> </ul>		<p>borrowing to fund revenue etc</p> <ul style="list-style-type: none"> <li>Further national lockdowns and/or tier restrictions – financial and economic impact will continue to be significant.</li> <li>Emerging vaccines and roll-out of the COVID19 vaccine programme</li> <li>The impact of residents i.e. increases in financial hardship/crisis due to the ending of Government support schemes for individuals i.e. furlough, job retention scheme etc increasing demand for financial resilience and support services and impacting on the Council's income i.e. Council Tax.</li> </ul>	
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			<p>resources to support the funding of the COVID19 financial impact.</p> <ul style="list-style-type: none"> <li>A further update of the Council's MTFP savings requirement across the medium-term will be taken through future Scrutiny cycles and Cabinet.</li> </ul>			
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<p><b>3. ICT Capacity</b></p> <p>Insufficient ICT infrastructure and capacity.</p>	<ul style="list-style-type: none"> <li>The benefits of digital and information systems are unrealised</li> <li>Cyber Resilience</li> </ul>	<p>Michael Cullen/ Adrian Davies</p>	<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</li> </ul>	<p><b>L2x I3 Medium</b></p>		<p><b>All</b></p>

			accreditation <ul style="list-style-type: none"> <li>• Communications campaigns on threats from cyber-crime.</li> </ul>			
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<b>4. Demand Pressures</b> Inability to influence behaviour change resulting in demand and expectations continue to rise.	<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>	L2x 13 Medium	<ul style="list-style-type: none"> <li>• MTFP - Procurement Strand</li> <li>• Director of Strategy and Commissioning and Head of Commissioning appointed and in post and working to improve information on providers and commissioning models.</li> <li>• Risk assessments of Care Home providers being undertaken.</li> </ul>	All
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<p><b>6. Information Governance</b></p>	<ul style="list-style-type: none"> <li>• Loss of control of personal data and non-compliance with the Data Protection</li> </ul>	Michael Cullen (Craig	<ul style="list-style-type: none"> <li>• Action plan to meet GDPR requirements ongoing.</li> </ul>	L2x 13 Medium	<ul style="list-style-type: none"> <li>• Increased risk during period of change, with more</li> </ul>	All

<p>Failure to protect the Council's information assets including personal and sensitive personal data and other confidential data.</p>	<p>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.</p> <ul style="list-style-type: none"> <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 Protection Act re. fair processing including the Troubled Families and other multi-agency programmes</li> </ul>	<p>Hughes/ Karen Lane)</p>	<ul style="list-style-type: none"> <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>data being shared between organisations, employees taking on new roles etc.</p> <ul style="list-style-type: none"> <li>• Data sharing opportunities with key partners for example, health and police partners.</li> <li>• GDPR implementation will raise significant challenges but may help facilitate the Business Intelligence work</li> <li>• IG team at full establishment levels and new IG Manager/ DPO appointed.</li> </ul>	
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<p><b>7. Social Care restructuring (Adults)</b></p>	<ul style="list-style-type: none"> <li>• Service transformation projects are risky, high-profile, complex, inter-</li> </ul>	<p>Mark Fitton/ Emma Bowe</p>	<ul style="list-style-type: none"> <li>• Adult Social Care has currently been working with an external agency</li> </ul>	<p><b>L3 x I4 High</b></p>	<ul style="list-style-type: none"> <li>• In March 2021 the service reported that a detailed</li> </ul>	<p>1. Stockport people are able to</p>

<p>Financial resources and capacity are insufficient to deliver the strategic change programme and associated benefits to required timescales.</p>	<p>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> <ul style="list-style-type: none"> <li>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.</li> </ul>		<p>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.</p> <ul style="list-style-type: none"> <li>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 identifying and managing risks</li> <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</li> </ul>		<p>review of the programme had been undertaken and that a number of workstreams had recommenced. Since then further workstreams have commenced and work has been undertaken to prioritise the programme. This has allowed the service to ensure that the programme is aligned to current business needs, builds back better through the pandemic and is fully reflective of the priorities set out in the One Stockport Borough Plan.</p> <ul style="list-style-type: none"> <li>The service continues to respond to the covid19 pandemic, this has influenced the pace of implementation</li> </ul>	<p>make positive choices and be independent and those who need support will get it</p> <p>4. Communities in Stockport will be safe, resilient and inclusive</p>
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			<p>funding, particularly within the residential and nursing sector.</p>		<p>and delivery timescales for many workstreams. Although some workstreams have been delayed, in some instances the service has had to respond at pace to implement changes arising from new guidance and legislation. For example, the implementation of the Hospital Discharge Policy and Discharge to Assess programme.</p> <ul style="list-style-type: none"><li>• A number of the current workstreams place a strong emphasis on partnership working. The service is working in a collaborative way across the health and social care economy to ensure that outcomes for</li></ul>	
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					<p>individuals are maximised and that services are operationally and financially sustainable.</p> <ul style="list-style-type: none"><li>• Since March 21, the service has commenced the diagnostic with People Too; an external provider who are supporting the service to embed a strength and asset based approach. This phase of the work is now well progressed and once complete a development programme will be launched to enable the service to fully embed this way of working. Work will continue throughout 2021/22.</li><li>• The service continues to work to align all staffing teams to the new model as well as</li></ul>	
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					<p>undertaking recruitment drives to fill vacant posts across the service.</p> <ul style="list-style-type: none"> <li>Leaders from across the Service continue to take note and consideration of the changes that are described in the Health &amp; Social Care white paper and the potential governance changes arising from the creation of integrated care systems within the NHS.</li> </ul>	
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<p><b>8. Social Care restructuring (Childrens and Education)</b></p> <p>Financial resources and capacity are</p>	<ul style="list-style-type: none"> <li>Service transformation projects are risky, high-profile, complex, inter-dependent and costly, and ultimately challenging to deliver. They are prone to</li> </ul>	<p>Chris McLoughlin (Carolyn Anderson)</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> </ul>	<p><b>L3 x I4 High</b></p>	<ul style="list-style-type: none"> <li>The continuing challenges created by Covid-19 are impacting on the wider transformation</li> </ul>	<p>1. Stockport people are able to make positive choices and be</p>

<p>insufficient to deliver the strategic change programme and associated benefits to required timescales.</p>	<p>falling short of promised benefits and / or exceeding budgets and can present the greatest risk of failure to the Council.</p>		<ul style="list-style-type: none"> <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 Children and Education Review Group (Heads of Service from Education and Principal Leads in Stockport Family) chaired by the Director of Children’s Services.</li> <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</li> </ul>		<p>programme and the delivery timescales. However, alongside the collaborative work between the Council and partners as part of One Stockport, work is taking place to establish a structure and model for delivery of children’s services that will support children and families through a period of recovery. This will include work to understand the impact of the pandemic, lockdown and enduring social distancing on children, young people and families, including unidentified and unmet needs, the impact on inequality of outcomes and</p>	<p>independent and those who need support will get it</p> <p>4. Communities in Stockport will be safe, resilient and inclusive</p>
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	<ul style="list-style-type: none"> <li>• Impact upon time away from education settings for our young people. We are yet to fully understand this impact, particularly upon our vulnerable learners</li> </ul>		<p>Restorative Practice training has also been undertaken to support the workforce through cultural change, new ways of working and integration</p> <ul style="list-style-type: none"> <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 funding.</li> <li>• Revised senior leadership structure has been developed with a new Director of Education shared with Tameside MBC.</li> <li>• We are working with school leaders to identify the priorities which will form the basis of our Education Recovery Strategy. This strategy will need to maximise the impact of government resources and provide a strategic framework to support individual school</li> </ul>		<p>service delivery / demand. As part of this a partnership plan for education recovery is in development.</p> <ul style="list-style-type: none"> <li>• The transformation programme will bring an integrated Stockport Family and Education Service and the business case has been developed for the leadership levels. The findings and recommendations from the DSG review have been consulted on and the results are informing the implementation plan and the next phases of the structure and delivery model.</li> <li>• There is currently a written statement of action in place in</li> </ul>	
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			planning. It is likely to include focus on emotional health and wellbeing, reading and supporting the most disadvantage children. It will build upon our current inclusion priority.		regard to the 2018 SEND Inspection. The work on this has continued during the last year. However there has been an impact upon the delivery of partner agencies during the covid period which have impacted upon delivery of services under the action plan. Stockport Childrens services have been working with partners on this and future planning.	
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<b>9a- School places</b> Commissioning of school places in a challenging	<ul style="list-style-type: none"> <li>Demand for primary places exceeds number of available places in specific pupil place planning areas, although not across the</li> </ul>	Michael Cullen Chris McLoughlin Caroline	<ul style="list-style-type: none"> <li>Liaise with cross-departmental colleagues to develop a borough-wide school investment strategy for planning and</li> </ul>	<b>L3 x I2</b> <b>Medium</b> <b>(High for</b>	<ul style="list-style-type: none"> <li>The DSG review recommends a much more robust specialist support offer to</li> </ul>	<b>All</b>

<p>financial and legislative landscape, with an increased focus on house building; leading to an insufficient supply of school places across the Borough.</p>	<p>entire borough. The pressure hotspots are located in Marple and the Heatons.</p> <ul style="list-style-type: none"> <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>Some parents are not allocated first preference schools.</li> <li>Large secondary schools and schools that accept more pupils than their Net Capacity has an impact on quality of education provision.</li> <li>Places for children with complex needs SEMH and Education Health and Care Plans are limited and requires a robust inclusion strategy and further specialist place planning and training for mainstream staff</li> </ul>	<p>Simson Tim Bowman Geraldine Gerrard Charlotte Cordingley Bev Milway</p>	<p>development of school places based on accurate data analysis to inform short, medium and long term place planning.</p> <ul style="list-style-type: none"> <li>Ensure the annual school capacity return reflects accurately the pressures Stockport is experiencing to ensure appropriate central government capital support.</li> <li>Write successful bids to provide capital support for school expansion programmes.</li> <li>Rebuild and expand Lisburne School</li> <li>Secondary special free School to be built on the Orrishmere site.</li> <li>Working with Senior Leaders across schools to develop an Education Inclusion Strategy to ensure children and young people have access to the most appropriate local educational placement</li> </ul>	<p><b>SEN)</b></p>	<p>mainstream settings to ensure pupils with additional needs are supported.</p> <ul style="list-style-type: none"> <li>Differentiated place funding will enable schools that educate those with additional needs the ability to purchase additional resources to meet need.</li> <li>The Lisburne rebuilding will 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.</li> <li>Coherent SEND training offer across the local</li> </ul>	
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			that will break down barriers and support them to reach their full potential based on their needs and support requirements		area from SEND/Inclusion services	
<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>	<p>Caroline Simpson Chris McLoughlin Michael Cullen</p> <p>Charlotte Cordingley</p>	<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>	<b>L3 x I2 Medium</b>	<ul style="list-style-type: none"> <li>Bidding in future waves of DfE condition funding.</li> <li>Comprehensive strategic targeted investment programme to address significant areas of concern across the portfolio.</li> </ul>	<p>3. Stockport will be a place people want to live</p> <p>4. Communities in Stockport will be safe, resilient and inclusive</p>
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<b>10.Safeguarding</b>  Failure of	<ul style="list-style-type: none"> <li>Financial and reputational risk to the Council if vulnerable adults are not identified and supported,</li> </ul>	Mark Fitton/ Chris McLoughlin	<ul style="list-style-type: none"> <li>Review of effectiveness of Multi Agency Adults at Risk (MAARS) to be</li> </ul>	<b>L2x I4 Medium</b>	<ul style="list-style-type: none"> <li>Restructuring in both Adults and Childrens services bring opportunities</li> </ul>	1. Stockport people are able to make

safeguarding arrangements for children and vulnerable adults.	<p>regardless of Care Act eligibility</p> <ul style="list-style-type: none"> <li>• Reputational risk to the Council if safeguarding services are not Care Act compliant</li> <li>• Reputational risk to the Council around DOLS and how the Council works with the Coroner's Office</li> <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> <li>• Reputational risk to the Council if children and families are not identified and support.</li> </ul>	(Nuala O'Rourke/ Julia Newton)	<p>undertaken</p> <ul style="list-style-type: none"> <li>• Work to assure Care Act compliance prioritised in 2018/19</li> <li>• Review of DOLS processes including increased capacity</li> <li>• Safeguarding Children and Adults Boards</li> <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>		for better awareness and more effective engagement with vulnerable children, adults and their families.	<p>positive choices and be independent and those who need support will get it</p> <p>4. Communities in Stockport will be safe, resilient and inclusive</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 &amp; opportunities</i>	<i>Corporate priority</i>

<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 parking affecting town centre.</li> <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</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 project controlled.</li> <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</li> </ul>	<p><b>L3x I3</b> <b>Medium</b></p>	<ul style="list-style-type: none"> <li>• Stockport Local Plan and Greater Manchester Spatial Framework in development.</li> <li>• Stockport Exchange Ph3 and onwards.</li> <li>• Creation of the Stockport Mayoral Development Corporation which has led to greater investor interest in the town and has accelerated delivery.</li> <li>• Enhanced support from GM Combined Authority and Homes England for growth in Stockport town centre.</li> <li>• Strategic Business Plan 2020-2025 for the MDC now approved by Council and GMCA. Business Plan will be</li> </ul>	<p>2. Stockport will benefit from a thriving economy</p> <p>3. Stockport will be a place people want to live</p>
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	<p>within agreed timescales meaning that savings need to be found from other budgets or from reserves.</p> <ul style="list-style-type: none"> <li>• Conflict or duplication between project outcomes.</li> <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>Living strategy.</p> <ul style="list-style-type: none"> <li>• Establishment of local housing company (Viaduct Housing) to maximise available funding. .</li> <li>• Increased capacity for pre-application advice to improve quality of submissions and reduce delays.</li> <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>		<p>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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<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>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>The Council has launched its Stockport CAN (Climate Action Now) strategy with a new financial appraisal framework being</li> </ul>	<b>L3x I2 Medium</b>	<ul style="list-style-type: none"> <li>Risk of insufficient funds to deliver CAN in timescales set out.</li> </ul>	<b>All</b>

			<p>developed to ensure that all investment decisions include impact upon carbon as a key factor.</p> <ul style="list-style-type: none"> <li>Annual report on progress presented to Communities and Housing Scrutiny</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 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> <li>Inevitable impact on corporate governance</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 pivotal in developing a stable</li> </ul>	<b>L4x I4 High</b>	<ul style="list-style-type: none"> <li>Second wave/ future resurgence of Coronavirus or a new pandemic pathogen.</li> <li>Failure to deliver effective services under "new normal" ways of working.</li> <li>Impact on service delivery as a result of the financial challenges raised by the 2020</li> </ul>	<b>All</b>

	<p>arrangements throughout the Council.</p> <ul style="list-style-type: none"> <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>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 related challenges with partner organisations</li> <li>• Group Leaders' Meetings have been taking place weekly and Group Leaders have been</li> </ul>		<p>pandemic (see Risk 2) and the continued restrictions on movement and activity from various stages of lockdown.</p> <ul style="list-style-type: none"> <li>• Good progress with the vaccine deployment.</li> </ul>	
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			<p>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.</p> <ul style="list-style-type: none"> <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</i>	<i>Rating</i>
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	<i>Impact each rated 1-4)</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>