

**Corporate Risk Register 2021/22 Q2**

<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> </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>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 Communities</li> <li>We are a Council that maximises the opportunities of Digital</li> <li>We are a Council that values Partnerships and Collaboration</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>• 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>4. We are a Council that cares about our staff and engages them in the future</p> <ul style="list-style-type: none"><li>• A management tool has now been procured and is being embedded across the organisation. This tool is supporting a greater cross-cutting view of projects and programmes and will over the medium to longer term facilitate improved benefit tracking. This is also supported by a series of approval mechanisms to ensure understanding of the breadth of projects or programmes within delivery, this includes: regular (e.g. monthly) directorate management team updates and an e-approval route for initial business cases.</li><li>• Updates on the transformation programme are published within the Cabinet's response to</li></ul>			
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			<p>the MTFP. This includes identification of proposals to support a balanced budget.</p> <ul style="list-style-type: none"><li>• Contributing to the delivery of the Borough Plan is a core part of our transformation programme. Mapping of borough plan priorities to partnership boards and delivery plans (new/ existing / to be developed) has been undertaken to ensure there is a clear golden thread between the strategic partnership ambitions and tangible actions and change.</li><li>• The outcomes framework continues to be developed in partnership, the first stage of this has involved the launch of the Big Stockport Picture and some initial feedback from partners on the emerging framework. A further version for discussion and feedback will be available over the coming months.</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.</li> <li>It is clear that the financial environment facing Local Authorities is subject to significant financial risk as a result of changes to funding arrangements and the spending pressures that they will face over the medium term period. As a result, careful management and identification of these risks will be essential, and updates to the MTFP forecasts and assumptions will need to be continual during 2021/22.</li> <li>The 2021/22 Local Government Finance</li> </ul>	<p>Michael Cullen/ Jonathan Davies</p>	<ul style="list-style-type: none"> <li>Over the financial year, the MTFP forecasts and assumptions continue to be retested to ensure they remain robust and based on the latest information available to inform decision making. The financial landscape remain uncertain, volatile and inherent with financial risk which the continual MTFP updates help to address. In addition the updates continue to reassess the financial scarring impact of the pandemic and the the impact of any national decisions and announcements in terms of further national lockdowns, tier restrictions and success of the vaccine rollout.</li> </ul>	<p><b>L4x I4 High</b></p>	<ul style="list-style-type: none"> <li>The 2021/22 Quarter 1+ forecast outturn position presented to Cabinet in September highlighted a forecast surplus of £3.336m. It is noted that this is after the balancing of Cash Limit budgets via the provisional allocation of £8.531m from the COVID-19 financial scarring impact contingency to offset additional costs and income losses incurred. A balance of £2.666m remains available for the remainder of the financial year to address any additional cost and/or income losses not identified in</li> </ul>	<p><b>All</b></p>

	<p>Settlement continued the trend of one-year funding settlements seen in 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>• Balancing the Council's in-year financial position including the delivery of approved saving proposals included in the Council's budget.</li> <li>• Success of the Council's MTFP delivery plan including the approval and delivery of identified saving proposals linked to transformational change and robust corporate governance to support the balancing of the Council's 2022/23 budget.</li> </ul>		<ul style="list-style-type: none"> <li>• Government Spending Review and Local Government Finance Settlement.</li> <li>• The Council's MTFP delivery plan including it approach to continuing transformational change and robust corporate governance over the medium term period.</li> <li>• The Finance Team continues to complete the monthly iterations of the Government's COVID19 financial impact return.</li> <li>• Continuing budget monitoring and forecasting of the 2021/22 outturn position to identify any core budget underspends/offsets</li> <li>• Continued financial update reports regularly presented to Cabinet .</li> <li>• The Council's Reserves Policy was approved by Cabinet in September 2021. The Policy ensures one-off resources held are aligned to the Council's corporate and strategic objectives and</li> </ul>		<p>the Quarter 1+ forecast.</p> <ul style="list-style-type: none"> <li>• The £23.177m 2022/23 forecast savings requirement reported in February 2021 has reduced to £20.170m following the Cabinet approval of the MTFP Update which retested the underpinning MTFP forecasts and assumptions.</li> <li>• MTFP delivery plan has identified £10.321m of saving proposals for 2022/23 linked to transformational change and robust corporate governance. These proposals will now go through required consultation and scrutiny before being presented for approval by Cabinet in February 2022. The balance of the saving requirement will be identified through further identified adjustments to the MTFP forecasts and</li> </ul>	
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			<p>supporting the Council's financial resilience and robustness.</p> <ul style="list-style-type: none"><li>• Review of the Council's Capital Programme to consider rephrasing of capital schemes and reduce the revenue costs of the schemes.</li><li>• Further updates of the Council's MTFP and revised savings requirement across the medium-term will be taken through future Scrutiny cycles and Cabinet.</li></ul>		<p>assumptions, consideration of local taxation and use of reserves.</p> <ul style="list-style-type: none"><li>• The Government's 2021 Autumn Budget and Spending Review was announced on 27 October. and Local Government Finance Settlement. The key announcement for Local Government was additional grant funding (£4.8bn nationally) over the spending review period. On the face of it, the unexpected announcement of £4.8bn of additional new grant funding is significantly more positive than commentators had expected. However, caution is advised as the detailed allocation methodology for this and other funding has not been released. In addition, there are financial risks and new burdens costs over the medium term period</li></ul>	
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					<p>which will need to be considered against this additional funding allocation including price inflation, pay inflation including National Living Wage increases and increased national insurance costs. These costs will not only impact on the Council's MTFP, but also the costs of the Council's partners and providers/suppliers. The detail of funding allocation methodologies is expected to be provided as part of the Provisional Local Government Finance Settlement announcement in December.</p> <ul style="list-style-type: none"><li>• Government has recently completed a multi-year spending review setting out the Government departmental spending limits for the next three years. It is expected that the Local</li></ul>	
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					<p>Government Finance Settlement will be set over the same period aiding the Council's medium term financial planning.</p> <ul style="list-style-type: none"><li>• The Government's Spending Review confirmed the continuation of the GM 100% Business Rate Retention Pilot over.</li><li>• 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>• Further national lockdowns and/or tier restrictions – financial and economic impact will continue to be significant if required.</li><li>• The impact of residents i.e. increases in financial hardship/crisis due to the ending of Government support schemes for</li></ul>	
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					<p>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.</p> <ul style="list-style-type: none"><li>• 2020/21 Pay Award negotiations have resulted in an employer offer of 1.75% pay increase. Trade Unions have rejected this offer and have recently balloted their members on whether to take industrial action. The Council' approved MTFP in February assumed a pay freeze in 2020/21 aligned to the Government's pay freeze for public sector workers (not including Local Government). The costs of the pay award will need to be funded in-year via available one-off resources and will be factored into the MTFP for future years. The</li></ul>	
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					<p>MTFP Update approved by Cabinet in September factored in the cost of a 1.75% pay award in 2020/21 across the medium term period.</p> <ul style="list-style-type: none"><li>• Government announcements linked to the reform of social care and increase to national living wage present a financial risk to the Council. Whilst the Council will receive Government funding to address the costs of these announcements there is no detail on the funding allocation methodology to determine if the quantum of funding will be sufficient to mitigate the costs in full. In addition, these announcements also have an impact on the Council's partners and suppliers/providers which have a potential indirect financial impact on the Council.</li><li>• Inflation forecasts expect inflation to peak</li></ul>	
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					at 4% in 2022/23 before returning to the Bank of England 2% target rate by 2024/25. The Council's MTFP currently assumes a general inflation rate of 2% in 2022/23 and future years.	
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<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> </ul>	<b>L2x I3</b>  <b>Medium</b>		<b>All</b>

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			<ul style="list-style-type: none"> <li>Communications campaigns on threats from cyber-crime.</li> </ul>			
<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>	<ul style="list-style-type: none"> <li>The national picture indicates that demand for ASC could increase by up to 30% post pandemic.</li> <li>The ASC change and transformation programme has been prioritised to enable the service to focus on operational and financial sustainability.</li> <li>Demand has increased during the pandemic both within Stockport and nationally and has resulted in an increase in looked after</li> </ul>	<b>All</b>

			<ul style="list-style-type: none"><li>• The development of a performance framework in Adult Social Care (ASC) will enable early identification of changes in demand.</li></ul>		<p>children, the associated placement costs and long-term duties to meet statutory corporate parenting responsibilities to both children in care and care leavers. In addition to this there is a requirement to support increasing numbers of children seeking asylum and refugees. The demand is expected to increase from the current 0.01% up to 0.07% of child population, potentially up to 46 children on the calculations being used nationally through the National Transfer Scheme, this is in addition to any spontaneous unaccompanied asylum-seeking children's arrivals.</p>	
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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> <li>• A combination of low wages, staff burnout, stricter immigration rules and mandatory Covid-19 vaccines pushing the social care workforce into staffing crisis destabilising the care market.</li> </ul>	Corporate Leadership Team	<ul style="list-style-type: none"> <li>• Procurement process including financial assessments of potential suppliers followed by annual financial checks.</li> <li>• Robust business continuity and contingency plans.</li> <li>• Proactive support and capacity building for recruitment and retention within the social care sector.</li> <li>• Care provider forums to share emerging issues develop close and trusted working relationships.</li> <li>• Stockport ASC Enhanced Ethical Framework (real</li> </ul>	<b>L2x I3 Medium</b>	<ul style="list-style-type: none"> <li>• MTFP -Procurement Strand</li> <li>• Risk assessments of Care Home providers being undertaken.</li> <li>• Children’s projection modelling to inform sufficiency strategy</li> <li>• Social Care Reforms</li> <li>• Mandatory covid19 vaccinations for care home staff.</li> <li>• Recruitment &amp; retention of staff across the care sector places challenges on the external care market.</li> </ul>	<b>All</b>

			<p>living wage)</p> <ul style="list-style-type: none"> <li>Home closure and home care recommissioning protocols have been updated and are in place.</li> </ul>			
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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:</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> </ul>	<p><b>L2x I3 Medium</b></p>	<ul style="list-style-type: none"> <li>Increased risk during period of change, with more data being shared between organisations, employees taking on new roles etc.</li> <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> </ul>	<p><b>All</b></p>

	<p>Contravention of principle 1 of the Data Protection Act re. fair processing including the Troubled Families and other multi-agency programmes</p> <ul style="list-style-type: none"> <li>• Failure to appropriately assign and manage Information Assets resulting in a failure to accurately document what records are held, holding records for longer than required resulting in increased storage requirements and limiting the Council's ability to respond fully to Information Rights requests</li> </ul>		<ul style="list-style-type: none"> <li>• Regular communication and awareness raising</li> <li>• Corporate Records Retention Schedule</li> <li>• Combined Corporate Information Asset Register and Record of Processing Activity</li> </ul>		<ul style="list-style-type: none"> <li>• IG team at full establishment levels and new IG Manager/ DPO appointed.</li> <li>• Migration of network drives to Sharepoint must be recognised as a move to a new electronic Records Management system and appropriately resourced, automatic controls implemented to reduce the risk of individual error, Asset Owners identified and aware of their responsibilities and all staff appropriately trained</li> <li>• The current IAR/RoPA has been in place for 3 years and needs updating</li> <li>• Office moves as a result of office refurbishments and a move to a hybrid working model have highlighted poor practice in relation to physical records and is</li> </ul>	
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					an opportunity to embed good practice	
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<p><b>7. Adult Social Care (ASC) Change &amp; Transformation programme</b></p> <p>Financial resources and capacity are insufficient to deliver the strategic change programme and associated benefits to required timescales.</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 falling short of promised benefits and / or exceeding budgets and can present the greatest risk of failure to the Council.</li> <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>	Mark Fitton/ Emma Bowe	<ul style="list-style-type: none"> <li>Throughout 2019 ASC worked with an external agency to re-design the service offer for Adult Social Care, to ensure future sustainability and a pathway that focuses on outcomes and independence. The design phase of this work was completed in late 2019 and the programme moved into implementation. This was initially delayed by the pandemic, however the programme is now well into implementation. The service continues to develop and refine the model to ensure that we are building back better</li> </ul>	<b>L3 x I4 High</b>	<ul style="list-style-type: none"> <li>In July 2021 the service reported that a full review and prioritisation exercise had been undertaken. Six key priorities have been identified that will enable the service to implement change, deliver financial sustainability, respond to legislative changes, as well as to deliver on the priorities set out in the one health and care plan.</li> <li>The service continues to respond to the covid19 pandemic. This has impacted</li> </ul>	<ol style="list-style-type: none"> <li>Stockport people are able to make positive choices and be independent and those who need support will get it</li> <li>Communities in Stockport will be safe, resilient and inclusive</li> </ol>

			<p>from the pandemic and embed any legislative changes.</p> <ul style="list-style-type: none"><li>• The implementation programme is supported with dedicated resource through the ASC Transformation Lead and the change and transformation team. This team work with service experts to implement the required changes, whilst identifying and managing risks</li><li>• The risks of failure to deliver is overseen by the ASC Transformation Lead and the Senior Management Team. Regular (monthly) highlight reports are produced, risks and mitigating actions are identified through this approach.</li><li>• Work on commissioning within the social care market will continue to address the growing costs that Adult Social Care is currently funding,</li></ul>		<p>the pace and delivery timescales for the many workstreams. The wider programme has now recommenced.</p> <ul style="list-style-type: none"><li>• The service has previously reported a delay to the programme. Despite this, 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. The learning from this will be embedded across the programme and will enable the service to further embed its strategic vision.</li><li>• In July 2021, the service reported that the diagnostic phase of the strengths and asset based</li></ul>	
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			<p>particularly within the residential and nursing sector.</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 individuals are maximised and that services are operationally and financially sustainable.</li></ul>		<p>programme had commenced. This has recently been completed and feedback has been provided to both the Senior Management and Wider Leadership Team. This programme will now focus on a review of systems and policies, followed by the launch of the training programme in January 2022.</p> <ul style="list-style-type: none"><li>• The majority of staffing teams are now aligned to the new model. The service continues to face challenges with recruitment to a number of posts. Recruitment drives continue and teams are working in collaboration with HR to tackle the challenges faced in relation to difficult to fill posts. To aid with this in the medium term the service have recently launched a number of</li></ul>	
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					<p>social work apprenticeships.</p> <ul style="list-style-type: none"> <li>• The Senior Management Team continue to work with senior leaders both in the Council and Health and Social Care Partnership to influence and develop the locality construct in response to Integrated Care Systems.</li> <li>• Additional pressures for transformational delivery, demand and supply management place a heavy demand on existing resources which may lead to delays or delivery failure in some areas.</li> </ul>	
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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>	<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 falling short of promised benefits and / or exceeding budgets and can present the greatest risk of failure to the Council.</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> <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</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 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 service delivery / demand. As part of this a partnership plan</li> </ul>	<ol style="list-style-type: none"> <li>Stockport people are able to make positive choices and be independent and those who need support will get it</li> <li>4. Communities in Stockport will be safe, resilient and inclusive</li> </ol>
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	<ul style="list-style-type: none"> <li>Impact upon time away from education settings for our young people. We are</li> </ul>		<p>Integration Programme has been a testbed for the new children's operating model. Despite the rollout being impacted by Covid 19, implementation of the model is well underway with a phased approach to September 2022</p> <ul style="list-style-type: none"> <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 funding.</li> <li>Revised senior leadership structure has been developed with a new Director of Education shared with Tameside MBC who</li> </ul>		<p>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. The implementation of this programme is underway to establish the integrated leadership team; to implement the recommendations from the DSG review leading to a single inclusion service and strategy; and to establish services into geographical footprints to bring them closer to where children live, learn and transition. .</li> <li>There is currently a written statement of action in place in 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</li> </ul>	
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	<p>yet to fully understand this impact, particularly upon our vulnerable learners</p>		<p>started in Stockport in April 2021</p> <ul style="list-style-type: none"> <li>• We have worked with school leaders to identify the priorities which have formed the basis of our Education Recovery Strategy. This strategy will maximise the impact of government resources and provide a strategic framework to support individual school planning. Having discussed this with our headteachers we agreed that there were 3 core priorities:</li> <li>• <b>Reading</b> (including oracy and communication)</li> <li>• <b>Curriculum</b> (including both what is taught and how it is delivered)</li> <li>• <b>Enriching experiences</b> (including developing good emotional well-being through daily relationships and high quality social interaction)</li> </ul> <p>These will be delivered through:</p>		<p>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.</p> <ul style="list-style-type: none"> <li>• Additional pressures for transformational delivery, demand and supply management place a heavy demand on existing resources which may lead to delays or delivery failure in some areas.</li> </ul>	
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<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>
			<ul style="list-style-type: none"> <li>integrated service provision</li> <li>championing professional learning and discussion</li> <li>using research findings well as the basis for professional learning</li> </ul>			
<b>9a- School places</b>  Commissioning of school places in a challenging financial and legislative landscape, with an increased focus on house building; leading to an insufficient supply of school places across the Borough.	<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 entire borough. The pressure hotspots are located in Marple and the Heaton.</li> <li>Increasing pressure on secondary school places particularly in the central area of the borough, with sufficient places overall but</li> </ul>	Michael Cullen  Chris McLoughlin Caroline Simpson  Tim Bowman  Geraldine Gerrard Bev Milway	<ul style="list-style-type: none"> <li>Liaise with cross-departmental colleagues to develop a borough-wide school investment strategy for planning and development of school places based on accurate data analysis to inform short, medium and long term place planning.</li> <li>Ensure the annual school capacity return (SCAP) reflects accurately the</li> </ul>	<b>L3 x I2 Medium (High for SEN)</b>	<ul style="list-style-type: none"> <li>The DSG review recommends a much more robust specialist support offer to mainstream settings to ensure pupils with additional needs are supported.</li> <li>Differentiated place funding will enable schools that educate those with additional needs the ability to purchase additional</li> </ul>	<b>All</b>



	<p>not in the right areas demographically.</p> <ul style="list-style-type: none"> <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>James Kington</p>	<p>pressures Stockport is experiencing to ensure appropriate central government capital support.</p> <ul style="list-style-type: none"> <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 that will break down barriers and support them to reach their full potential based on their needs and support requirements</li> </ul>		<p>resources to meet need.</p> <ul style="list-style-type: none"> <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 area from SEND/Inclusion services</li> </ul>	
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<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</p> <p>Chris McLoughlin</p> <p>Michael Cullen</p> <p>James Kington</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>
<b>Risk Area</b>	<b>Specific risks</b>	<b>Owner (CD / HoS)</b>	<b>Existing Controls</b>	<b>Current Risk Scores and rating (see table below)</b>	<b>Emerging risks &amp; opportunities</b>	<b>Corporate priority</b>
<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</li> </ul>	<p>Mark Fitton/ Chris McLoughlin</p> <p>(Nuala O'Rourke/</p>	<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> </ul>	<b>L2x I4 Medium</b>	<ul style="list-style-type: none"> <li>Restructuring in both Adults and Childrens services bring opportunities for better awareness and more effective engagement with vulnerable</li> </ul>	<p>1. Stockport people are able to make positive choices and be independent and those</p>

	<p>services are not Care Act compliant</p> <ul style="list-style-type: none"> <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>	Julia Newton)	<ul style="list-style-type: none"> <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>		children, adults and their families.	<p>who need support will get it</p> <p>4. Communities in Stockport will be safe, resilient and inclusive</p>
<b><i>Risk Area</i></b>	<b><i>Specific risks</i></b>	<b><i>Owner (CD / HoS)</i></b>	<b><i>Existing Controls</i></b>	<b><i>Current Risk Scores and rating(see table below)</i></b>	<b><i>Emerging risks &amp; opportunities</i></b>	<b><i>Corporate priority</i></b>

<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> </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</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 subject to regular reviews to reflect any current or forecast impact of COVID-19 on the property market and regeneration</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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	<ul style="list-style-type: none"><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><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>forward and Town Centre 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>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> </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>

<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>
			<ul style="list-style-type: none"> <li>The Council has launched its Stockport CAN (Climate Action Now) strategy with a new financial appraisal framework being developed to ensure that all investment decisions include impact upon carbon as a key factor.</li> <li>Annual report on progress presented to Communities and Housing Scrutiny</li> </ul>			
<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</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</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> </ul>	<b>All</b>

	<p>disruption, new emergency responsibilities and increased staff absence from the traditional workplace replaced with staff delivering services whilst working from home.</p> <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>technology used to minimise the extent of this impact.</p> <ul style="list-style-type: none"> <li>• Senior managers have reverted to service business continuity plans and this approach has been pivotal in developing a stable working from home platform.</li> <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</li> </ul>		<ul style="list-style-type: none"> <li>• Impact on service delivery as a result of the financial challenges raised by the 2020 pandemic (see Risk 2) and the continued restrictions on movement and activity from various stages of lockdown.</li> <li>• Good progress with the vaccine deployment.</li> </ul>	
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			<p>ensure a cohesive boroughwide response to key Coronavirus 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**

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