



Corporate Risk Register 2023/24 Q3

Risk Area	Owner (CD / HoS)	Existing Controls	Previous and current risk scores and direction of travel	Emerging risks & opportunities
<p>1. Change Management <u>Headline risk</u> Organisational cultures and other barriers impact on ability to manage and implement change effectively.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> Ineffective employee engagement and buy-in to new delivery models affects delivery objectives as people do not have the right skills to deliver project outcomes resulting in a demotivated workforce. Insufficient capacity, skills and expertise to deliver reform programmes, successfully establish traded services and complex change, resulting in further pressure on existing services and increased costs. 	<p>Corporate Leadership Team (Gill Lawton)</p>	<ul style="list-style-type: none"> 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. Development of our council transformation programme, in line with delivery of the Council Plan: Revised and streamlined Programme Governance developed. 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 	<p align="center">L3x I2 Medium</p>  <p align="center">Continued pressures on the Council and its workforce bring risk to significant change programmes.</p>	<ul style="list-style-type: none"> Significant pressures across the organisation – balancing ongoing pandemic recovery, MTFP, responding to key national and regional policy announcements, delivery of local ambitions and priorities. Core transformation resource is limited with temporary funding providing additional support. Updated MTFP includes proposals that, across the entire programme, including partner organisations, could equate to a reduction of posts. This will largely be managed through vacancy management However reductions could impact the ability to deliver effective transformation including culture change. Establishing clear overall programme governance and reporting of risk to programme delivery and resource prioritisation.


<ul style="list-style-type: none"> • Insufficient management information business intelligence to properly model proposed changes and impacts. • Services unable to provide the required level of input into enabling schemes. • An unstable, demotivated workforce at a time of change (See Risk 14- Recruitment and Retention). • Failure to co-produce strategies and approaches to inclusion with residents, making it difficult to build relationships and trust with local communities. 		<p>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.</p> <ul style="list-style-type: none"> • Updates on the transformation programme are published within the Cabinet's response to the MTFP. This includes identification of proposals to support a balanced budget. • 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. • Outcomes frameworks have been developed (e.g. Borough Plan and One Health & Care Plan) and others are developing. Dashboard and reports have been created, or are being produced, to assist 	<ul style="list-style-type: none"> • Management tool to be rolled out as wider corporate tool across other services in the organisation to facilitate change. Ensuring standard but dynamic change processes, effective monitoring and governance. • Roadmaps and 3 – 5 year plans have started to be developed so we can more easily map dependencies across services. Also enabling us to look for opportunities to further collaborate across the organisation. • All programmes are clearly aligned to the council plan • Establishing more robust programme governance to enable us to clearly monitor risk, interdependencies and provide greater transparency of our overall transformation programme. • Governance of transformation will be simplified and rationalised. • All existing Communities of Practice will be amalgamated into one overarching Change CoP.
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		with monitoring outcomes, alongside existing reporting frameworks (e.g. PPRR).		
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<p>2. Financial</p> <p><u>Headline risk</u></p> <p>Failure to deliver MTFP (savings targets and balanced budget).</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> 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. 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, 	<p>Michael Cullen/ Jonathan Davies</p>	<ul style="list-style-type: none"> Continued updates to the MTFP to retest the underpinning forecasts and assumptions. These are scrutinised by CRMG and reported to Cabinet. Continuing budget monitoring and forecasting of the annual outturn position to identify any core budget underspends/offsets. Continued financial update reports regularly presented to Cabinet. The Council's Reserves Policy is approved by Cabinet annually and scrutinised by CRMG. The Policy ensures one-off resources held are aligned to the Council's corporate and strategic objectives and supporting the Council's financial resilience 	<p>L4x I4</p> <p>High</p>  <p>The current level of economic uncertainty and impact on the Council's finances mean</p>	<ul style="list-style-type: none"> The impact on residents i.e. cost of living increases, energy support needs, increases in financial hardship/crisis due to the ending of Household Support Fund (this funded circa £4m of direct resident support in 2023/24) and Government support schemes for individuals increasing demand for financial resilience and support services and impacting on the Council's income i.e. Council Tax. Regular updates to the MTFP have been completed as part of the annual budget setting process. These updates have retested the underpinning MTFP assumptions and forecasts particularly in relation to pay inflation, price inflation and energy inflation, and taken account of Government announcements. The updates have also taken account of budget pressures identified in the in-year monitoring which have been

<p>careful management and identification of these risks will be essential, and updates to the MTFP forecasts and assumptions will need to be continual over the medium-term period.</p> <ul style="list-style-type: none"> • The 2024/25 Provisional Local Government Finance Settlement (PLGFS). The settlement is the sixth annual settlement providing no certainty of funding beyond 2024/25. It is recognised that an upcoming General Election and subsequent Government Spending Review will have a bearing on this, any indication of future year funding certainty would be beneficial to the Council's medium term financial planning. The PLGFS confirmed previous funding announcements, with (as expected) no new additional funding announced despite the increasing budgetary pressures faced by many councils across the country. • Balancing the Council's in-year financial position including the delivery of approved saving proposals 		<p>and robustness. Review of the Council's Capital Programme to consider rephrasing of capital schemes and reduce the revenue costs of the schemes.</p> <ul style="list-style-type: none"> • Further updates of the Council's MTFP and revised savings requirement across the medium-term will be taken through future Scrutiny cycles and Cabinet. • During 2022, a Council peer review provided external assurance on the robustness of the Council's financial management including its approach to budget setting, financial planning and monitoring which is embedded across the Council. In addition, a self-assessment against the CIPFA Financial Management Code was taken to the November Audit Committee, with an update report to the March 2023 Audit Committee following an Internal Audit review of the self-assessment. The follow up exercise in late 2023 praised the Council's positive response to previous recommendations including on dynamic financial modelling. 	<p>this remains a very high risk with demand pressures continuing to escalate.</p>	<p>addressed to ensure a robust budget position and MTFP.</p> <ul style="list-style-type: none"> • Quarter 2+ budget monitoring position presented to CRMG and Cabinet in the January governance cycle, highlights a £3.9m forecast outturn deficit for 2023/24. Key areas of in-year budgetary pressures relate to Children's Social Care and Educational services experiencing increasing costs and growing need for support creating demand. Officers are continuing to work on financial recovery plans to address the in-year pressures to bring costs in line with budget and mitigate any recurrent pressures on the MTFP. • The 2023/24 Budget included change proposals totaling £7.302m, which went through two rounds of Member scrutiny in addition to public consultation and engagement. Delivery of these savings has been monitored during the year as part of the annual budget monitoring cycle. The change proposals identified have been shaped by the four cross cutting programmes of the MTFP Strategy to identify areas where change is needed to improve the effectiveness of service delivery to residents and deliver a balanced budget. Namely:
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<p>included in the Council's budget.</p> <ul style="list-style-type: none">• 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 2023/24 and onwards budgets.				<ul style="list-style-type: none">○ Demand Management.○ Value for Money and Commissioning.○ Robust Corporate Governance.○ Radically Digital. <ul style="list-style-type: none">• Cabinet have developed a further round of change proposals totalling £5.362m in their response to the 2024/25 Budget and MTFP. Proposals continue to be shaped around the four cross cutting MTFP programmes to improve the effectiveness of service delivery and deliver budget reductions. Proposals have been through three rounds of scrutiny in addition to wider consultation and engagement.• Beyond 2024/25, the amount of national funding for Local Government remains uncertain and will likely be impacted by the expected General Election and subsequent Government Department Spending Review. It is likely, as in previous years, that nationally Local Government will be an unprotected area in terms of future Government departmental spending and funding decisions. This increasing uncertainty is making medium financial planning and ability to mitigate and smooth the financial challenge ahead increasingly difficult.
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| | | | | <ul style="list-style-type: none">• The 2024/25 Final Local Government Finance Settlement is the 6th annual (one year) settlement received by the Council. The settlement only confirms funding for 2024/25 with no certainty beyond this. This makes medium term financial planning increasingly challenging.• The Council's financial position over the medium term is increasingly challenging with a significant savings requirement in 2025/26 to be addressed. Funding is not keeping pace with increasing service cost due to the increasing need for support from residents and businesses. This is particularly acute in relation to services supporting our most vulnerable residents where significant budget pressures are being realised in year. The MTFP Update presented to the Budget Council meeting highlighted the Council has a savings requirement (before Cabinet response to balance 2024/25 Budget) of £5.501m in 2024/25 rising to £54.542m in 2027/28. Savings proposals for 2025/26 are already under development as it is anticipated, absent of significant additional funding announcements, that setting a balanced budget for 2025/26 will be a significant challenge. Regular updates to the MTFP retesting underpinning forecasts and assumptions will be |
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				completed during 2024/25 to mitigate the uncertainty, volatility and risk.
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<p>3. Cyber Risk</p> <p><u>Headline risk</u></p> <ul style="list-style-type: none"> A successful cyber attack on the Council's IT infrastructure and data results in significant loss of service to residents as well as financial, reputational and possible regulatory impacts. <p>Specific risks</p> <ul style="list-style-type: none"> Social Engineering - Users untrained on how to handle Phishing Attacks Third-Party Suppliers - Suppliers with poor security can provide access to an otherwise well-protected network Ransomware - Hackers can capture sensitive data or take 	<p>Michael Cullen/ Adrian Davies</p> <p>Dave Butler</p>	<ul style="list-style-type: none"> Communications schedule and campaigns on threats from cyber-crime. Run regular Phishing awareness campaigns Invested in new anti-ransomware infrastructure. Implement a Security Operations Centre Layered logical defences Cyber Essentials and other accreditations Establish proper vendor selection, management, and governance policies Disaster recovery mechanisms including backups, cloud backups leverage automation, AI, and Machine Learning (ML) to counter complex cyber threat 	<p>L 3 I 3</p> <p>Medium</p>  <p>The Council's cyber defence has improved but the overall cyber risk is ever increasing due to macro events.</p>	<ul style="list-style-type: none"> Automation & Artificial Intelligence Threats - Cybercriminals are leveraging the best-in-breed Automation & AI technology and tools to orchestrate breaches. Annual analysis with Insurance colleagues to evaluate the cost/benefits of cyber risk cover. Currently implementing the latest Microsoft Cyber Security Services, including automation and AI (available due to the move to full E5 licencing). Expected live date for full enhanced defences June 2024 LGA facilitated Cyber attack exercise undertaken with key IT officers in January 2024


<p>down networks and demand payment for restored access.</p> <ul style="list-style-type: none"> Inadequate Version Controls & Security Patching - Unsupported or unpatched software will be a prime target for a Cyber Attacker 		<ul style="list-style-type: none"> Investment in data centre and overall security infrastructure Business continuity plans across the Council consider loss of IT/ systems. SIRO Board includes oversight of cyber risk and controls with regular updates from the IT Security Manager. 		
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<p>4. Demand Pressures</p> <p><u>Headline risk</u></p> <p>Inability to influence behaviour change resulting in demand and expectations continuing to rise.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> Welfare reform - Vulnerable residents suffer a fall in household incomes, with associated risks to health and wellbeing and increase in child poverty. 	<p>Corporate Leadership Team</p>	<ul style="list-style-type: none"> Action plan for implementation of reforms within services. Working with Stockport Advice, DWP, Job Centre Plus, Stockport Homes and across Greater Manchester. Monitor developments relating to the passage of supporting statutes for the Children and Social Care Act. MTFP Delivery Plan including channel shift to digital and restructuring of services and 	<p>L4xI4</p> <p>High</p> 	<ul style="list-style-type: none"> Adult Social Care is continuing to see increased demand for assessments, increased complexity of need, through the hospital system to support prevention of admission and discharge. In addition as a result of the pandemic alongside demand waiting times for assessment are rising. Workforce pressures for adult social care in both the wider care market and within the council directly employed staff are increasing cost and leading to waiting times for assessment.


<ul style="list-style-type: none"> • Demand and expectations continue to rise particularly in adults and childrens social care against a backdrop of reduced resources for services, leading to increasing demand and financial pressures, service delivery failure and an increase in complaints. 		<p>commissioning.</p> <ul style="list-style-type: none"> • The continued development and embedding of the ASC performance framework will support modelling of capacity and demand. • CSC Performance Framework in place with regular monitoring to enable identification in changes in demand. • The ASC transformation programme has robust governance arrangements in place with regular prioritisation to enable the service to focus on legislative changes, operational and financial sustainability. • Waiting times for assessments and delivery of care are monitored and prioritisation according to risk on a regular basis to ensure that Care Act duties are complied with. 	<p>Current economic conditions including cost of living crisis plus continued impacts post Covid means pressures continue to emerge and increase.</p>	<ul style="list-style-type: none"> • Demand has increased during the pandemic both within Stockport and nationally and has resulted in an increase in children looked after, 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. We are also experiencing significant additional demand in SEND services. We saw a 37% increase in requests for statutory assessment in 2022. This increase is affecting our ability to process EHCPs in a timely manner and is creating a significant pressure for specialist places. • The Children's Integrated Model has aligned education, health and social care to support a system wide response to demand management which maintains the numbers of
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				<p>children looked after at the lowest in the north west.</p> <ul style="list-style-type: none">• Tackling the impact of pandemic related backlogs across all services and ensure these are resourced and managed effectively.• The cost of living crisis places additional demand pressures on all services as the overall number of residents needing support increases.• Nationally the number of people presenting as homeless and the costs to Local Authorities of providing Bed & Breakfast is increasing significantly. In Stockport these costs can no longer be met from existing resources and costs were £150k in 2022/23, circa £800k in 2023/24 and expected to rise again in coming years. Additionally, these costs cannot be met from the Housing Revenue Account. Periodic reports on the issue will be brought to CLT.
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<p>5. Supplier and partner risk</p> <p><u>Headline risk</u></p> <p>Key suppliers and partners to significant projects and services may be unable to deliver on behalf of the Council.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> • Service failure or projects overrun or cannot be completed. • Services commissioned and procured may not be delivered to the requisite cost or standards. • 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. • Volatile energy cost implications in relation to suppliers which may affect 	<p>Corporate Leadership Team</p>	<ul style="list-style-type: none"> • Procurement process including financial assessments of potential suppliers followed by annual financial checks. • Robust business continuity and contingency plans. • Proactive support and capacity building for recruitment and retention within the social care sector. • Care provider forums to share emerging issues develop close and trusted working relationships. • Stockport ASC Enhanced Ethical Framework (real living wage). • Home closure and home care recommissioning protocols have been updated and are in place. • In relation to equipment supply Stockport is working closely with the provider to monitor supply and has had to add 	<p>L2x I3 Medium</p>  <p>Current economic conditions plus continued impacts post Covid means pressures continue to emerge in the supply chain.</p>	<ul style="list-style-type: none"> • MTFP - Procurement Strand. • Children's projection modelling to inform sufficiency strategy. • Proposed fee uplifts for providers in 2023/24 to stabilise the care market. • Recruitment & retention of staff across the care sector places challenges on the external care market. • Energy supplier market in flux-utility provision subject to re-procurement. • Implications on procurement and contract management practices arising from the Procurement Act 2024 – as yet unknown in practice but will present both risks and opportunities.


<p>viability of businesses and/or create upward inflationary pressure on council budgets.</p> <ul style="list-style-type: none">• Risk that suppliers may be unable to maintain continuity or trade due to inflated energy related costs, with implications for delivery of existing contracts/services with the planned budget envelope.• Legal duties in adult social care for sustaining sufficiency in the local market to meet the needs of local people.		<p>additional items to our catalogue as alternatives. We have also block purchased some equipment to support discharge.</p> <ul style="list-style-type: none">• There is ongoing supplier discussion and management with the Health and Social Care market to assess emerging risks and issues. Specifically, the government agenda for Market Sustainability and Fair Cost of Care. Stockport Council has recently published its Market Sustainability Plan and is reviewing its Market Position Statement to ensure the Care market is aware of current demand.		
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<p>6. Information Governance</p> <p><u>Headline risk</u></p> <p>Failure to protect the Council's information assets including personal and sensitive personal data and other confidential data.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> • Loss of control of personal data and non-compliance with the Data Protection Act (DPA) resulting in harm or damage to the data subject and a negative impact on the reputation of the Council as custodian of personal and sensitive information and possible financial risk via financial penalties. • 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 	<p>Michael Cullen</p> <p>Karen Lane</p>	<ul style="list-style-type: none"> • Continuous improvement plan in place incorporating changes to working practices, IG and ICT security policies and procedures including assessment and coordination of serious information governance incidents. • Robust governance, management and monitoring arrangements including new SIRO Board. • Mandatory staff training. • Regular communication and awareness raising. • Corporate Records Retention Schedule. • Records manager in post from October 2022. • Combined Corporate Information Asset Register and Record of Processing Activity. 	<p>L3xI3</p> <p>Medium</p>  <p>There is an increased likelihood of a risk materialising given hybrid working, the move to Office 365 and new working arrangements with the ICS.</p>	<ul style="list-style-type: none"> • Increased risk during period of change, with more data being shared between organisations, employees taking on new roles etc. Particularly so in working with the new ICS arrangements and co-location of multi-agency teams/shared roles. • Data sharing opportunities with key partners for example, health and police partners In particular new arrangements with the ICS. • Office moves as a result of office refurbishments and a move to a hybrid working model have highlighted areas that required improvement and development in relation to physical records and is an opportunity to embed good practice. • New Data Protection legislation is in development. The full impacts are unknown but unlikely to be more onerous.

<p>limiting the Council's ability to respond fully to Information Rights requests.</p> <ul style="list-style-type: none"> 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. 				
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<p>7. Adult Social Care (ASC) Change & Transformation and Continuous Improvement programme</p> <p>Headline risk</p> <p>The programme is in place to ensure that the service is able to continually improve. It builds on the adults operating model, implementing and embedding new legislative changes as well as incorporating local and</p>	<p>Chris McLoughlin</p> <p>Sarah Dillon/ Emma Bowe</p>	<ul style="list-style-type: none"> Adult Social Care has been on a journey to re-design the service offer to ensure future sustainability and a customer journey that focuses on outcomes and independence. The continued development and refinement of this model ensures that the Council are able to respond to legislative changes and fluctuations in demand. 	<p>L3 x I4</p> <p>High</p> 	<ul style="list-style-type: none"> The priorities of the service are aligned to those of the One Health and Care Plan, the One Health and Care Board and the 2023/24 Council plan. The transformation programme builds on these ambitions and will enable the service to enable change, deliver sustainability and respond to legislative changes. The Health and Care sector continues to face demand pressures. This links to risks, controls and challenges

<p>national best practice.</p> <p>In summary, the risk is that workforce capacity and financial resources are insufficient to deliver the strategic change programme and associated benefits to required timescales.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> • From September 2023 there will be a full service inspection framework for Adult Social Care departments which will be undertaken by the Care Quality Commission (CQC). It is important that the Council are prepared for the launch of this new inspection regime. • The development and implementation of Integrated Care Systems across Greater Manchester (GM) and the Stockport Health & Social Care Partnership will result in changes to the way we collaborate and deliver services across the Council. The service is shaping this for the Stockport locality and ensuring that the statutory and legislative requirements of the service continue to be adhered to. ICS will be subject to a full assurance 		<ul style="list-style-type: none"> • There is a monthly Quality Assurance Board SMT with a forward plan to oversee quality across adult social care. • Principal Social Worker role is now a singular role covering quality across adults social care and CQC preparation. • The programme is led by the Head of Transformation for ASC. Each workstream has a nominated lead, all of whom are members of the ASC Senior Management Team. Support to the programme is provided through the transformation team who work with the service to deliver the programme, identify and manage risks. • The risks of failure to deliver the transformation programme is overseen by the Head of Transformation and the Senior Management Team through the monthly Transformation Board. Highlight reports are presented to this board on a monthly basis, describing what has been delivered, along with any current risks and challenges. Recommendations in relation to the programme are presented 		<p>described as part of risk 4) Demand Pressures. As a result, wait times have increased.</p> <ul style="list-style-type: none"> • The cost of living crisis and high energy costs may have an impact on vulnerable individuals, household and existing contracted providers. This could potentially affect business viability with an impact on council budgets and service provision for vulnerable adults. • The service and external care provision continues to experience workforce pressures, impacting on both recruitment and retention. High turnover of colleagues and/or holding vacant posts will impact on the ability to deliver the transformation programme. • Two new Assistant Director posts recruited and in place with a focus on Operations and Commissioning to give additionality and assurance for adult social care as a regulated part of the Council. • ASC workforce strategy has been developed and is currently going through the approval process and, once live, should begin to address the key recruitment and retention challenges. UPDATE • CQC readiness assessment undertaken and reported to CLT.
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<p>framework, it is important that as a system we are prepared for this inspection regime.</p> <ul style="list-style-type: none"> • There are number of legislative changes that are on the horizon in relation to the delivery of Adult Social Care. Social Care charging reforms have been delayed until October 2025, and a number of other legislative changes currently await an implementation date. • Significant vacancy levels across key services impacting on service delivery. • Financial pressures increasing 		<p>to the board for approval, and then if necessary, through the Corporate Leadership Team and democratic process.</p> <ul style="list-style-type: none"> • Each Head of Service has a work plan with deliverables that are achievable. • As part of our wider transformation programme, service improvement has been prioritised this will support our readiness for the implementation of CQC Assurance Frameworks. • The transformation programme also includes all MTFP saving programmes, ensuring that there are robust plans for delivery and regular detailed monitoring. Financial sustainability is one of the priorities of ASC. • Adult Social Care is a key contributor to the work of the ICB Locality Board with the DASS being a member of the Board and the ICS Locality Executive Team. The DASS is also a member of the Neighbourhood and Prevention Board and co-leading the 		<ul style="list-style-type: none"> • Additional peer challenges arranged in preparation for CQC assessment: <ul style="list-style-type: none"> • Safeguarding Bespoke Support Offer - 5 day formal consultancy offer funded by Partners in Care and Health to support LA preparations for CQC assurance in the specific area of safeguarding. • LGA 1 Day Peer Challenge - led by sector experts focussing on the 'Assessing Needs' Quality Statement of the CQC framework. • LGA 3 Day Peer Review - delivered by sector experts to support LAs in preparing for all aspects of CQC assessment.
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		Neighbourhood Health and Care workstream.		
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<p>8. Childrens and Education</p> <p><u>Headline Risk</u></p> <p>Financial resources and capacity are insufficient to deliver the strategic change programme and associated benefits to required timescales.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> • 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. • Post Covid impacts continue to place increased demand on 	<p>Chris McLoughlin</p> <p>Carolyn Anderson</p>	<ul style="list-style-type: none"> • Integrated Stockport Family, Education, Health and Care is in place putting children and families at the heart of service delivery; with an emphasis on prevention, early help, strengths and asset-based approaches, community capacity building and neighbourhood working and as such draw demand downstream giving the greatest potential for meeting needs earlier and resultant reduction in spend. • This delivery offer is based on the solid foundation of a locality based integrated service, co-produced with a variety of stakeholders including schools and voluntary and community sector partners. 	<p>L3 x I4</p> <p>High</p>  <p>Continued demand increases, budget pressures mean the risk remains high.</p>	<ul style="list-style-type: none"> • 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. • Potential additional demand on council resources in relation to the impact of rising energy costs in relation to safeguarding vulnerable individuals and households in the borough. • Schools Strategy agreed with Cabinet in September 2023. • Stockport is one of 12 authorities to receive national transformation funding to deliver family hubs. These hubs will enable support for families that is clearly accessible and reduces the stigma associated with asking for help. This programme will enable improved system wide partnership


<p>the service from a care perspective. This has caused delay in the implementation of some key transformation programmes.</p> <ul style="list-style-type: none"> • Short term financial settlements and the need to identify savings place additional pressures on transformation and change programmes. • Children’s Social Care continues to face challenge in relation to recruitment and retention of key roles. One area we need to highlight that may be effecting this is that we are not competitive in our pay scales for Senior Social Workers upwards compared to other GM Authorities. Not only does this place pressure on business as usual activities but it inhibits the resources that are available to support the transformation programme. This links in with risk 14. • Impact upon time away from education settings for our young people. We are yet to fully understand this impact, particularly upon our vulnerable learners but 		<ul style="list-style-type: none"> • This programme is led by the Transformation Lead for Childrens Services with the senior leadership team. • Oversight of the programme is given by Children’s SMT (Directors and Heads of Service) chaired by the Corporate Director for People and Integration and DCS. • The transformation programme has brought an integrated Stockport Family and Education Service. The implementation of this programme is underway to establish an effective integrated model in each neighbourhood including Team Around the School, Team around Early Years and the Inclusion Service to bring services closer to where children live, learn and transition in a post Covid environment. • A refresh of the Restorative Practice training has also been undertaken to support the workforce through cultural change, new ways of working and integration. • Alongside, work on commissioning within the social care market will need to 		<p>working, bringing support to where children and their families live, learn and transition to adulthood.</p>
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<p>starting to see the impact on sufficiency of SEN places as parents are choosing to opt for special schools.</p> <ul style="list-style-type: none"> Operational capacity to deliver the change required may not be balanced with the need to make extensive savings. Committed to reducing Early Help offer to meet budget pressures. The redesigned offer is untested and will require careful consideration of how remaining resources are applied to keep the system safe, offer help at the earliest juncture and consider to achieve success in supporting families. We are also experiencing significant additional demand in SEND services. We saw a 37% increase in requests for statutory assessment in 2022. This increase is affecting our ability to process EHCPs in a timely manner and is creating a significant pressure for specialist places. 		<p>continue to address the growing costs that Children's Social Care is currently funding.</p> <ul style="list-style-type: none"> Corporate Director for People bringing in an all aged approach and a consolidated leadership team of 3 directors now in place. 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: <ul style="list-style-type: none"> Reading (including oracy and communication). Curriculum (including both what is taught and how it is delivered). Enriching experiences (including developing good emotional well-being through daily relationships and high-quality social interaction). 		
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		<p>These will be delivered through:</p> <ul style="list-style-type: none">• integrated service provision• championing professional learning and discussion.• using research findings well as the basis for professional learning. <ul style="list-style-type: none">• The new Early Help offer is being designed building on the learning from the successful Integrated Stockport Family model. In addition, careful analysis of data has identified lead drivers for demand to bring a more targeted offer to those areas. The new model will require a period of testing to understand the impact.• Stockport is taking part in the DfE Delivering Better Value programme which is providing £1m to support programmes to reduce demand for SEND services and reduce our DSG deficit (£10m+).		
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Risk Area	Owner (CD / HoS)	Existing Controls	Previous and current risk scores and direction of travel	Emerging risks & opportunities
<p>9a- School places</p> <p>Headline risk</p> <p>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.</p> <p>Specific risks</p> <ul style="list-style-type: none"> Declining birth-rate causing viability issues in some Primary schools. Contrary to above, demand for primary places exceeds number of available places in specific pupil place planning areas. The pressure hotspots are located in Heatons and Offerton. Contrasting pressure in Secondary as bulge of pupils moves from KS2 into KS3 and through to KS4. 	<p>Michael Cullen</p> <p>Chris McLoughlin</p> <p>Caroline Simpson</p> <p>Tim Bowman</p> <p>Geraldine Gerrard</p> <p>Bev Milway</p> <p>James Kington</p>	<ul style="list-style-type: none"> Ensure the annual school capacity return (SCAP) reflects accurately the pressures Stockport is experiencing to ensure appropriate central government capital support. Write successful bids to provide capital support for school expansion programmes. Rebuild and expand Lisburne School for SEND places. Continue with the expansion of and geographical spread of resource bases in mainstream schools. Mainstream Sufficiency Strategy, SEND Sufficiency Strategy link into School Investment Plan aligned to Borough Plan. 	<p>L3 x I2</p> <p>Medium (Mainstream)</p>  <p>Remains the same because of new threat of viability to primary but steps taken for Secondary.</p> <p>(High for SEN)</p>	<ul style="list-style-type: none"> The DSG review recommends a much more robust specialist support offer to mainstream settings to ensure pupils with additional needs are supported. 37% increase in requests for statutory assessment and subsequent increase in EHCPs is placing significant demand on special school places and over reliance on independent provision. Differentiated place funding will enable schools that educate those with additional needs the ability to purchase additional resources to meet need. Coherent SEND training offer across the local area from SEND/Inclusion services. The Local Plan will identify areas for housing expansion and agreed methodology will estimate potential increase in pupil population (pupil yield). Developer contribution expectations will be written into policy underpinning the Plan.


<ul style="list-style-type: none"> • Some parents are not allocated their preference schools. • 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. The number of pupils with SEND is projected to grow (upper limit) by 2.85% (approx.56 pupils) each year for at least the next 5 years. 			<p>Remains the same as do not yet know the impact of the Inclusion Strategy and service.</p>	<ul style="list-style-type: none"> • Funding for capital investment to maintain and grow the school estate remains constrained by the priorities and focus of Government and as such relies on the Council to better seek economies of scale where possible. • Setbacks in the delivery of Pear Tree Special Free School (DfE delivery not LA) and the fire at the new site for Lisburne have created operational, revenue and capital pressures, delaying the roll out of other high needs projects or by diverting capital monies into mitigations. • The 5-year forecast indicates that the need for high needs places continues to increase, specifically children with Autism and/or Social Emotional and Mental Health needs. • Academisation agenda will necessitate robust discussions with academies around place sufficiency. • Commissioning external demographers to assist in pupil projections and indicate anticipated demography following the Local Plan.
<p>9b. Condition of School Estate <u>Headline risk</u> The quality of the school estate is deteriorating and there is a</p>	<p>Caroline Simpson Chris McLoughlin</p>	<ul style="list-style-type: none"> • A reassessed programme of condition surveys across the entire school estate, followed 	<p>L2 x13 Medium</p>	<ul style="list-style-type: none"> • Secured funding for 1 Primary School rebuild, 2nd coming up. • Building Lisburne School which frees up older buildings.


<p>backlog of urgent condition repairs.</p> <p>Specific risk</p> <ul style="list-style-type: none"> School closure due to critical failure. 	<p>Michael Cullen</p> <p>James Kington</p>	<p>by a phased programme of repairs being completed.</p> <ul style="list-style-type: none"> Rolling 5-year programme aligned to Council AMP. Investing in feasibility studies for future years programme. Prioritising H&S- focus on school closure issues- roofs, electrics and mechanics. Condition surveys identify opportunity to improve accessibility. Identify targeted decarbonisation works where possible. Testing in one Primary and one secondary scheme. 	 <p>The underlying backlog maintenance requirement remains high. Higher impact works are being undertaken so the likelihood of a largescale forced closure is reduced but it is felt that the residual impact of an unexpected forced closure remains.</p>	<ul style="list-style-type: none"> Undertaking condition works at same time as expansion where possible. Use of S106 agreements with developers as part of the Local Plan. White paper on academisation means the Council will not borrow to repair assets that may transfer to academies in the medium term. But this means possible future trading opportunities for the maintenance functions. DfE Rebuilds of Moorfield and Thorn Grove alleviates some of the greatest risk to possible closure. Vulnerability increased following changed national guidance re: RAAC in public buildings.
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Risk Area	Owner (CD / HoS)	Existing Controls	Previous and current risk scores and direction of travel	Emerging risks & opportunities
<p>10.Safeguarding</p> <p><u>Headline risk</u></p> <p>Failure of safeguarding arrangements for children and adults with care and support needs.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> • Potential harm to adults with care and support needs where legislative responsibilities are not met. • Reputational and financial risk to the Council if statutory safeguarding duties are not appropriately discharged. • Risk to the Council and individuals as waiting times for DOLS has increased. • Reputational risk to the Council if children and families are not identified and supported. 	<p>Chris McLoughlin</p> <p>Eleanor Hirst/ David Eckersley</p>	<ul style="list-style-type: none"> • Review of effectiveness of Multi Agency Adults at Risk (MAARS) completed and complete. Learning circles being delivered to practitioners. • Review of DOLS processes including increased capacity but demand still exceeds capacity to deliver resulting in waiting lists. • Safeguarding Children and Adults Partnerships. • Alignment of adults and children’s safeguarding processes. Multi-Agency Safeguarding and Support Hub (MASSH) and Stockport Family First Response Team. • Transformation in ASC is undergoing a comprehensive review of safeguarding adults and quality pathways to ensure compliance with the Care Act and Making Safeguarding Personal continues to be fully implemented. 	<p>L3x I4</p> <p>High</p> 	<ul style="list-style-type: none"> • Restructuring Childrens’ services bring opportunities for better awareness and more effective engagement with vulnerable children, adults and their families. • Ongoing funding and action plan in place for tackling longstanding and national DOLS waiting list issue to ensure statutory compliance. ADASS guidance is being followed. Recruitment for additional capacity undertaken, however posts not fully filled and funded only on a temporary basis, which has implications for capacity and sustainability. SMT now receive weekly DOLS waiting lists updates. Working Together Consultation and consequent guidance will bring an opportunity to review processes and procedures. • The Report of the Independent Inquiry into Child Sexual Abuse was published in October 2022. The Report contains a number of recommendations that all Local Councils (and other public bodies) will need to consider.


Risk Area	Owner (CD / HoS)	Existing Controls	Previous and current risk scores and direction of travel	Emerging risks & opportunities
<p>11. Delivering growth</p> <p><u>Headline risk</u></p> <p>Failure to deliver sustainable key strategic, regeneration and capital investment programmes.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> • Failure or delay in key growth and highways programmes impacting on growth objectives and local economy, e.g. in reducing congestion, increased employment. • Short-term impact of major infrastructure and development projects, with roadworks, congestion and reduced parking affecting town centre. • Insufficient funding and land supply impacting on ability to 	<p>Paul Richards/ Robert Goulsbra</p>	<ul style="list-style-type: none"> • Agreed deadlines are realistic and achievable. • Regular updates provided by project leads. • Strategic overview and challenge. • Timeline for each project controlled. • Corporate Estates Strategy / Asset Management Plan. • Regular progress meetings held, e.g. on TC co-ordination to ensure disruption is minimised. • Proactive and independent advice/assurance that Internal Audit/Risk and external advisors provide to all key projects. 	<p>L3x I3</p> <p>Medium</p>  <p>Economic uncertainty, supply chain impacts means imprudent to downgrade risk level.</p>	<ul style="list-style-type: none"> • New government guidance in December 2023 (Working Together 2023) should help strengthen childrens' partnership arrangements. • Stockport Local Plan Stockport Exchange Ph4 and onwards. • Continued work of the MDC to generate investment opportunities in Town Centre West. Enhanced support from GM Combined Authority and Homes England for growth in Stockport town centre. • Availability/ affordability of funding impacting on project viability. • Recruitment and retention of relevant skills - see Risk 14.

<p>deliver new housing development.</p> <ul style="list-style-type: none"> • External market developments negatively impact income and benefit assumptions, both at commencement of a scheme but also at break points in leases. • Progress on specific projects is not viewed strategically, impacting on ability of Growth and Reform programme to deliver on the scale and timing required. • Projects not delivered within agreed timescales meaning that savings need to be found from other budgets or from reserves. • Conflict or duplication between project outcomes. • Impact of macro-economic developments on project viability and delivery. Particularly construction price inflation. 		<ul style="list-style-type: none"> • Consistency with Emerging Local Plan. Establishment of local housing company (Viaduct Housing) to maximise available funding. • Working closely with Planning authority on pre-application discussions to minimise planning risk. • Close liaison with Members on applications and call-ins. • Clear mechanisms in place to ensure the Council has adequate control and influence over the Stockport Mayoral Development Corporation. • Robust programme and project management around the Growth and Reform programme. • Strategic Business Plan refreshed annually for the MDC now approved by Council and GMCA. 		
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Risk Area	Owner (CD / HoS)	Existing Controls	Previous and current risk scores and direction of travel	Emerging risks & opportunities
<p>12. Climate Emergency</p> <p><u>Headline risk</u></p> <p>The Council declared a Climate Emergency in March 2019.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> Recent announcement that a global 1.5 degree celsius increase is imminent indicates that nationally and internationally, measures on adaptations and measures to limit emissions are both significantly behind where required. The Council needs to better understand the potential impacts on services of inevitable climate change and severe weather events and devise adaptations and contingency plans to mitigate the impact on services and residents. 	<p>Caroline Simpson</p> <p>Mark Glynn/ Nick Leslie</p>	<ul style="list-style-type: none"> Member led Climate Emergency Task Group formed. The Council has launched its Stockport CAN (Climate Action Now) strategy Annual report on progress presented to Communities and Housing Scrutiny. Initial Service climate risk workshops in Spring 2023 to better understand overarching climate impacts but these need to be developed wider. New Carbon Literacy course developed for officers and members. 	<p>L4 xI3</p> <p>High</p> 	<ul style="list-style-type: none"> Insufficient funds and resources to deliver CAN in timescales set out. Economic pressures both locally and nationally making resources to deliver change even scarcer than when the Emergency declared. Environmental impact assessment process requires improvement. Opportunities for the Council to encourage Green economic growth e.g. MDC , Economic Plan, Estates Strategy, renewable energy infrastructure. Opportunities for accessing national government funding for de-carbonisation and adaptation of Council operations and services.

<ul style="list-style-type: none"> Challenges measuring the impact of any plans and policies implemented by the Council. Affecting change within a limited resource envelope. 2 challenging targets : <ol style="list-style-type: none"> Carbon Neutral Borough by 2038 Net zero emissions for the Council by 2030 				
<i>Risk Area</i>	<i>Owner (CD / HoS)</i>	<i>Existing Controls</i>	<i>Previous and current risk scores and direction of travel</i>	<i>Emerging risks & opportunities</i>
<p><u>13A – Civil Contingencies/ National emergencies</u></p> <p>Headline Risk</p> <p>Any national or local issue that impacts on the residents and services in the Borough.</p> <p>Specific Risks</p> <p>This will include but is not limited to :</p> <ul style="list-style-type: none"> Floods. 	<p>Corporate Leadership Team</p> <p>Michael Cullen/ Claire Grindlay</p>	<ul style="list-style-type: none"> Membership of Greater Manchester Civil Contingencies and Resilience Unit (GMRU) to lead the delivery of civil contingency services for the 10 local authorities in Greater Manchester. The GMRU provides emergency planning on our behalf. https://www.greatermanchester-ca.gov.uk/what-we-do/resilience/ 	<p>L2xI4</p> <p>Medium</p> 	<ul style="list-style-type: none"> Officers participated in Operation Mighty Oak, a National Exercise for “black start” power emergency (ie loss of full grid capacity). Learning from Mighty Oak was shared with Senior Leadership group and an action plan has been developed. Civil Resilience Action Plan – GM Exercises, local incidents and Stockport LRF exercises


<ul style="list-style-type: none"> • Civil unrest. • Supply chain disruption to essential services. • Major transport disruption. • Terrorism. • Major industrial accident. • Pandemic/ significant dangerous disease outbreak (including Covid-19). • Power outages. • Industrial action (LA or key partner). 		<ul style="list-style-type: none"> • There is a full library of GM Civil Contingency Plans supplemented with Local considerations which are updated regularly by GMRU with Stockport input. • Locally, Civil Resilience and Business Continuity Manager liaises with GMRU and ensures the Council has adequate governance and resources to respond to civil emergencies. • Established strategic and tactical leads and on call infrastructure. • Health Economy Outbreak Action Plan including internal governance arrangements in the event of a serious outbreak. • Debriefs and lessons learned after every incident. • Local Resilience Forum meeting with all local emergency responders testing our plans twice a year. • Presentation to Senior Leadership Group on key themes. 		
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		<ul style="list-style-type: none"> • All plans / checklists / contact numbers / on call rotas / maps with multiple layers / links to media are available to all strategic commanders through an interactive dashboard • Attendance at GM Chief Officer Group – awareness of all emerging national and local changes 		
<p><u>13B Business Continuity</u></p> <p>Headline Risk</p> <p>Any national or local issue that impacts on the Council’s ability to deliver services.</p> <p>Specific Risks</p> <p>This will include but is not limited to :</p> <ul style="list-style-type: none"> • Significant strikes. • Major transport disruption. • Loss of Council Accommodation. • Loss of utilities particularly electricity. • Loss of IT / Telephony cyber capacity (see Risk 3). 	<p>Corporate Leadership Team</p> <p>Michael Cullen/ Claire Grindlay</p>	<ul style="list-style-type: none"> • Annually each service undertakes a Business Impact Analysis (BIA) which categorises core activities based on: <ul style="list-style-type: none"> • Identifying and prioritising critical services and activities. • Establishing recovery time objectives. • Identifying resources required for recovery (staff, premises, ICT, suppliers etc). • Identifying dependencies and further planning requirements. • Identifying the potential damage or loss that may be caused as a result of 	<p>L2xI4</p> <p>Medium</p> 	<ul style="list-style-type: none"> • Officers participated in Operation Mighty Oak, a National Exercise for “black start” power emergency (ie loss of full grid capacity). • Plans are regularly tested by Services. • 100% completion of 2023 business continuity plans. These will be reviewed and sense checked • Opportunity with LGA to test the IT section of the Corporate Business Continuity Plan

<ul style="list-style-type: none"> • Major supply chain disruption (see Risk 5). • Serious health outbreak/ pandemic impacting Council officers (including Covid-19). • Industrial action (LA or key partner). 		<p>disruption to critical business processes.</p> <ul style="list-style-type: none"> • They also include a RAG rating based on current and planned mitigations. These BIAs formulate the prioritisation of recovery for the Corporate Business Continuity Plan which is also produced annually. <ul style="list-style-type: none"> • The BIAs also form the basis of Service Level Business Continuity Plans (BCPs which details the mitigations and recovery plans for the following scenarios: <ul style="list-style-type: none"> • Loss of IT infrastructure. • Significant loss of staff. • Loss of accommodation. • Loss of Key Suppliers. • Loss of power. • Loss of other key requirements specific to the service. • The production of BIAs and BCPs is now via an on line system which requires HoS sign off for accountability. • Significant investment in IT infrastructure to enable staff to work remotely. 		
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		<ul style="list-style-type: none"> • Civil Resilience and Business Continuity Manager regularly liaises with senior management. • Business Continuity Dashboard for oversight of all BCPs and their current status • Corporate Business Continuity Plan – identifies all Cat 1 & 2 activities • Identification of the number of electric cars and those teams requiring a national fuel passes, should there be disruption to fuel supply 		
Risk Area	Owner (CD / HoS)	<ul style="list-style-type: none"> • Existing Controls 	Previous and current risk scores and direction of travel	<ul style="list-style-type: none"> • Emerging risks & opportunities
14. Workforce recruitment, development and retention <u>Specific risks</u> <ul style="list-style-type: none"> • Recruitment in key areas struggling to attract sufficient suitable applicants and CIPD data projecting 1 in 4 organisations will have even more significant recruitment issues in the next six months. 	Corporate Leadership Team Jennie Neill	<ul style="list-style-type: none"> • One Team People Plan. • WDP process. • Children’s SEND Workforce Development Plan. • Adult Social Care have established Workforce workstream within the transformation programme. This is linked to the one people plan and will support the 	L4 x I4 (High)  Key areas remain under pressure from recruitment and	<ul style="list-style-type: none"> • Better utilisation of social media for recruitment dedicated twitter site launched @JobsAtStockport, recruitment comms strategy in development and Stockport Jobs Fair being planned. • Benchmarking underway on benefits and salary bandings. • External consultants providing advice on recruitment and retention.

<ul style="list-style-type: none"> • Private sector and other areas of the public sector (including the NHS) may offer better remuneration, terms & conditions for staff with transferable skills. • Shortage of appropriately skilled technical staff in key areas (e.g. social workers, occupational therapists, highways, programme management). • Increasing older population with care needs requires recruitment, training, developing and retaining the increasing numbers of staff required to meet the population's needs. • Capacity issue in recruitment functions. • Insufficient management information to better understand key drivers and areas of pressure. • Focus on inclusive recruitment to ensure that the council's workforce is representative of the communities we serve. 		<p>directorate to address ongoing workforce challenges.</p> <ul style="list-style-type: none"> • Development of more inclusive approaches to recruitment including implementation of a values-based recruitment approach. 	<p>retention issues.</p> <p>Feeling is that the residual risk remains high.</p>	<ul style="list-style-type: none"> • Established public sector network for sharing candidates. • Feedback from surveys of staff to SMT HoS creating action plans to deliver priorities from the All Colleague Survey. • Enhanced reporting from Existing case management system. • Additional short-term capacity sourced in recruitment team. • Directorate SMT workshops to understand challenges better. • HR business partners working with Directorate SMT's to help them understand and address their workforce challenges. • Development of priorities agreed with the Workforce Steering Group and presented to CLT. Action plan of the One Team People Plan to address issues. • Key workforce data extracted and will be showcased to SMTs to develop directorate workforce strategies. • EDI - work to further understand the conversion rate for protected characteristics within our recruitment and selection process.
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Risk Area	Owner (CD / HoS)	Existing Controls	Previous and current risk scores and direction of travel	Emerging risks & opportunities
				<ul style="list-style-type: none"> Promoting L&D offer, flexible working/ hybrid and promotion of Equality & Diversity policies. Leading Stockport Programme launched and embedding leadership behaviours council wide.
<p>15. Integrated Care System – Health and Care Bill (June 2022).</p> <p>Triple aim - better health for everyone, better care for all and efficient use of health and care resources.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> Lack of clarity on funding flows impacts the development of multi-agency financially compliant pooled/aligned health and care budgets with agreement on how the budgets are used to develop coordinated health and care at locality and neighbourhood levels. 	<p>Corporate Leadership Team</p> <p>Kathryn Rees/ Philippa Johnson</p>	<ul style="list-style-type: none"> Assurance of ICP and ICBs - ICSs will be held to account by the Care Quality Commission (CQC) Integrated Care System inspection framework, which will be used from The CQC will look broadly across Integrated Care Systems, and in particular at how Integrated Care Boards, local authorities, providers of NHS care, public health and adult social care services are working together to deliver safe, high quality and integrated care to the public. ICBs will be held to account by NHS England annual performance assessments, which will assess how well 	<p>L3 x I3 Medium</p>  <p>A degree of uncertainty remains at GM level.</p>	<ul style="list-style-type: none"> NHS Greater Manchester Stockport staff have been transferred into the newly agreed structure and exercises of slotting in, job matching and recruitment is largely completed, however the recruitment to unfilled posts continues with a small group of staff members The forward plan for the One Health and Care Board and the Health and Wellbeing Board is currently being refreshed in line with the completed refresh of the One Health and Care update. Updates on key areas of transformation will be regularly received by Board members for funding and resource agreement and to embed into cross-organisational practice.

<ul style="list-style-type: none"> • Priorities at a locality level across health and care are not agreed leading to issues with mobilisation of resources, lack of transparency, collaborative working and trust. • Lack of availability of health and care provision in the right place at the right time leading to increased pressure on health and social care with increased system costs. • Poor quality care with lack of properly trained staff impacts on building a strong integrated care system with effective clinical and care professionals. • Lack of user/citizen engagement to develop a co-designed and co-produced system that is founded on the principles of personalisation. 		<p>each ICB has discharged its functions.</p> <ul style="list-style-type: none"> • ICBs will also be held to account for how they discharge their child safeguarding duties through joint targeted area inspections (JTAs), conducted by CQC, the Office for Standards in Education, Children’s Services and Skills (Ofsted) and Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). These inspections will assess how well local agencies (including the ICB) work together to protect children. • ICBs will also be held to account on the discharge of their SEND duties through CQC and Ofsted joint local area SEND inspections, which hold local area leaders to account for how they implement the SEND Code of Practice and for their strategic leadership of services in the local area. • The Health and Wellbeing Board and council scrutiny committees will provide an overview and scrutiny function to ensure independent challenge on delivery of the 		<ul style="list-style-type: none"> • The Performance, Improvement and Assurance report is currently on pause because we are awaiting a standard process and template to be used across all ten GM localities. • Earlier this year, NHS GM commissioned an independent review from Carnall Farrar that assessed the effectiveness of the current leadership and governance arrangements in place for oversight and delivery in the context of our current performance and financial challenges. One of the review’s main recommendations was that the Operating Model for NHS GM and the wider ICS needed to be rapidly clarified and embedded. The work to develop the Operating Model was informed by partners across the system over the summer. The final operating model is now in place across Greater Manchester. The operating model defines the: <ul style="list-style-type: none"> • System Architecture and roles in the system • The organization of functions and processes • Our integrated governance arrangements • Stockport continues to ensure representation at all Boards as
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		<p>integrated health and care expectations.</p> <ul style="list-style-type: none">• Stockport continues to ensure representation at all Boards as appropriate with the Place Based Lead and Deputy Place Based lead being the strategic voice and for Stockport to influencing the GM agenda.		<p>appropriate with the Place Based Lead and Deputy Place Based lead being the strategic voice and for Stockport to influencing the GM agenda.</p> <ul style="list-style-type: none">• GM Integrated Care have significant challenges to financial and operational performance, as does our Stockport system. A range of factors has led to this position including a shortfall in efficiency delivery within providers, the effects of industrial action and agency and bank costs being above plan. This has led to increased scrutiny by NHS England and a decision made by NHS England to move NHS GM from Segment 2 (SOF 2) to Segment 3 (SOF 3) in line with the requirements set out in the NHS Oversight Framework 2022/23. Being assigned to segments 3 means GM is subject to enhanced direct oversight and mandated support by NHS England.• Stockport's current and projected financial position is a standing item at Executive meetings and the Locality Board. Stockport has been given an efficiency target of £3.415M for the delegated Integrated Care Board funds (£147.6M). The Finance Recovery Committee oversees the work to reduce budgets as well as manage the current deficit position.
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Residual risk scoring

<i>Methodology</i>	<i>Combined score (Likelihood and Impact each rated 1-4)</i>	<i>Rating</i>
Best practice is to score individual risks in terms of likelihood and impact of the risk materialising (each 1-4) and allocate a risk rating that combines the two.	1-4	Low
	6-9	Medium
	12-16	High