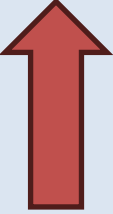



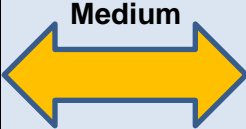
Corporate Risk Register 2024/25 Q1

<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>1. Change Management</p> <p><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. 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 to ensure understanding of the breadth of projects or programmes within delivery, this includes: regular (e.g. 	<p align="center">L3x I3 Medium</p>  <p>Continued pressures on the Council and its workforce bring risk to significant change programmes. The scale of the savings challenge is increasing meaning the impact of not delivering effective</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>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 with monitoring outcomes, alongside existing reporting frameworks (e.g. PPRR). 	<p>change has been increased.</p>	<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. • Our transformation programme is aligned to the ambition set out in our One Future strategy and our MTFP. Our resource will be focused on delivering transformation that will make the biggest impact for the organisation in ensuring that we remain financially sustainable. • 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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<p>2. Financial</p> <p><u>Headline risk</u></p> <ul style="list-style-type: none"> Failure to deliver MTFP (savings targets and balanced budget). <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. Council funding is not keeping pace with the cost of delivering essential local services to residents and businesses. Overall amount of funding for councils nationally is insufficient and needs to be addressed before funding reforms and individual council allocations are determined. Financial environment facing councils is subject to 	<p>Michael Cullen/ Jonathan Davies</p>	<ul style="list-style-type: none"> Ongoing updates of the MTFP based on latest information/data that impact on the underpinning MTFP assumptions and forecasts. For example, regular forecast outturn monitoring, inflation updates, government announcements including government budget and spending review announcements and local government finance settlement. These updates will be reported to Members throughout the year to inform decision making. Regular budget monitoring (revenue and capital) during the year that incorporates the savings updates as part of the PRRs and CPRR and regularly closely monitor the savings required for 	<p>L4x I4 High</p>  <p>The current level of economic uncertainty and impact on the Council's finances mean this remains a very high risk with demand pressures continuing to escalate. The scale of the savings requirement has increased.</p>	<ul style="list-style-type: none"> Council approved a further round of change proposals totaling £5.362m in response to balancing the 2024/25 Budget and MTFP. Proposals continue to be shaped by the Council Plan and around the four-cross cutting MTFP programmes to improve the effectiveness of service delivery and deliver budget reductions. Proposals went through three rounds of scrutiny in addition to wider consultation and engagement. Beyond 2024/25, the amount of national funding for councils remains uncertain and will likely be impacted by the outcome of the General Election and subsequent Government Department Spending Review. It is likely, as in previous years, that nationally councils 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


<p>significant financial risk as a result of changes to funding arrangements and the spending pressures that they will face over the medium-term period.</p> <ul style="list-style-type: none"> Balancing the Council's in-year financial position including the delivery of approved saving proposals included in the Council's Budget. 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 MTFP. 		<p>2024/25 and progress in achieving these.</p> <ul style="list-style-type: none"> 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 and robustness. Continuing development of the Capital Board to ensure the Capital Strategy and Capital Programme are delivered and available capital resources used effectively aligned to the Council's ambitions and priorities. External audit of the Council's Annual Statement of Accounts and Value For Money Opinion. Robustness and resilience of the Council's financial management across the organisation led by the Finance Team and supported by senior Council Officers. A finance service which is innovative, providing excellent financial leadership, and 		<p>mitigate and smooth the financial challenge ahead increasingly difficult.</p> <ul style="list-style-type: none"> Government policy changes impacting council post the outcome of the General Election. 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. 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 and 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 approved MTFP highlights the Council has a savings requirement of c£26.5m 2025/26 rising to £48.9m in 2027/28. Savings proposals for 2025/26 are 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.
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		enabling colleagues across the organisation to effectively manage the finances of the council. A culture of continuous improvement is at the heart of this, ensuring the service is fit for the future and continues to provide robust and resilient financial management for the council whilst identifying new ways of working and enabling services to deliver on their own transformation priorities and ambitions.		Regular updates to the MTFP retesting underpinning forecasts and assumptions will be completed during 2024/25 to mitigate the uncertainty, volatility, and risk.
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3. Cyber Risk <u>Headline risk</u> <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 	Michael Cullen/ Adrian Davies Dave Butler	<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 	L 3 I 3 	<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,


<p>and possible regulatory impacts.</p> <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 down networks and demand payment for restored access. • Inadequate Version Controls & Security Patching - Unsupported or unpatched software will be a prime target for a Cyber Attacker • Insider Attack by employees, 3rd parties or partners. Could be malicious, accidental, or negligent attacks on our IT infrastructure and information. 		<ul style="list-style-type: none"> • 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 • 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. 	<p>The Council's cyber defence has improved but the overall cyber risk is ever increasing due to macro events.</p>	<p>including automation and AI (available due to the move to full E5 licencing). Expected live date for full enhanced defences June 2024</p> <ul style="list-style-type: none"> • LGA facilitated Cyber attack exercise undertaken with key IT officers in January 2024 • LGA facilitated cyber attack and Business Continuity response exercise with wider services undertaken April 2024
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			<i>direction of travel</i>	
<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. 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>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 commissioning. 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 	<p>L4xI4</p> <p>High</p>  <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"> 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. 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


		<p>to enable the service to focus on legislative changes, operational and financial sustainability.</p> <ul style="list-style-type: none">• 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>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.</p> <ul style="list-style-type: none">• 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 children looked after at the lowest in the north west.• 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
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				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 	Corporate Leadership Team	<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. 	<p>L2x I3</p> <p>Medium</p>  <p>Current economic conditions plus continued impacts post Covid means pressures</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

<p>delivered to the requisite cost or standards.</p> <ul style="list-style-type: none"> • 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 viability of businesses and/or create upward inflationary pressure on council budgets. • 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. 		<ul style="list-style-type: none"> • 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 additional items to our catalogue as alternatives. We have also block purchased some equipment to support discharge. • 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. 	<p>continue to emerge in the supply chain.</p>	<p>– as yet unknown in practice but will present both risks and opportunities.</p>
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<p>6. Information Governance <u>Headline risk</u> 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 	<p>Michael Cullen 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. 	<p>L3xI3 Medium</p>  <p>There is an increased likelihood of a risk materialising given hybrid working, the move to Office 365 and new working</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.

<p>possible financial risk via financial penalties.</p> <ul style="list-style-type: none"> • 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. • 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. 		<ul style="list-style-type: none"> • Records manager in post from October 2022. • Combined Corporate Information Asset Register and Record of Processing Activity. 	<p>arrangements with the ICS.</p>	<ul style="list-style-type: none"> • New Data Protection legislation is in development. The full impacts are unknown but unlikely to be more onerous.
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<p>7. Adult Social Care (ASC) 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 national best practice.</p> <p>In summary, the risk is workforce capacity and financial resources are insufficient to deliver the strategic change programme and associated benefits to required timescales.</p> <p>Specific risks</p> <ul style="list-style-type: none"> Adult Social Care is now a fully regulated service and is awaiting its first inspection against the single assessment framework by Care Quality Commission (CQC). It is 	<p>Chris McLoughlin</p> <p>Sarah Dillon</p> <p>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. There is a monthly Quality Assurance Board SMT with a forward plan to oversee quality across adult social care. Quality is every member of staff's responsibility as stated in the Quality Assurance Framework and overseen by senior management and the PSW The programme is led by the Head of Transformation for ASC who is part of the ASC Senior Management Team and 	<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 described as part of risk 4) Demand Pressures. As a result, wait times have increased. 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

<p>important that the Council are prepared for the launch of this new inspection regime.</p> <ul style="list-style-type: none"> • 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 framework, it is important that as a system we are prepared for this inspection regime. • 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. • The increased financial pressures faced by the council and the Greater 		<p>part of the Councils wider transformation unit. 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.</p> <ul style="list-style-type: none"> • 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 to the board for approval, and then if necessary, through the Corporate Leadership Team and democratic process. • Each Head of Service has a work plan with deliverables that are achievable. • As part of our wider transformation programme, service improvement has been 		<p>turnover of colleagues and/or holding vacant posts will impact on the ability to deliver the transformation programme.</p> <ul style="list-style-type: none"> • Assistant Director posts are 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. • The ASC workforce strategy was implemented last year (2023/24). Work is now progressing on our Gloriously Ordinary Lives programme which is helping our workforce to support individuals to be independent in their community. • A detailed CQC self assessment has been undertaken and reported to CLT. This continues to be iterated and developed, version 3 of the document is currently being worked on which will see us incorporate feedback from the LGA peer review. • Additional peer challenges delivered 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.
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<p>Manchester ICB may impact on the delivery of change and transformation programs. Specifically where investment into preventative services is reduced. As discussed further in Risk 15 (ICB).</p>		<p>prioritised this will support our readiness for the implementation of CQC Assurance Frameworks.</p> <ul style="list-style-type: none"> • 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 Neighbourhood Health and Care workstream. 		<ul style="list-style-type: none"> • 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. • LGA Building the Right Support for LD & Autism (Stockport system wide) – Learning and actions have been presented to CLT and will be taken to Health and Social Care Board. <p>Feedback from these reviews have been helpful and have reinforced the need to continue to drive Transformation and improve performance.</p> <p>New reporting mechanisms ensure any escalating performance issues including waiting times are reported to senior management on a timely basis. We have also introduced the Priority Waiting Tool and other process changes to ensure we prioritise the most vulnerable residents.</p>
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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 the service from a care perspective. This has caused delay in the implementation of some key transformation programmes. 	<p>Chris McLoughlin 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. • This programme is led by the Transformation Lead for Childrens Services with the senior leadership team. 	<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 working, bringing support to where children and their families live, learn and transition to adulthood.

<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 starting to see the impact on sufficiency of SEN places as parents are choosing to opt for special schools. 		<ul style="list-style-type: none"> • 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 continue to address the growing costs that Children’s Social Care is currently funding. 		
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- 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.

- 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:
 - **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).


These will be delivered through:


 - integrated service provision

		<ul style="list-style-type: none">• championing professional learning and discussion.• using research findings well as the basis for professional learning.• 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>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.
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<p>9b- Condition of School Estate</p> <p><u>Headline risk</u></p> <p>The quality of the school estate is deteriorating and there is a backlog of urgent condition repairs.</p> <p><u>Specific risk</u></p> <ul style="list-style-type: none"> School closure due to critical failure. 	<p>Chris McLoughlin</p> <p>Michael Cullen</p> <p>James Kington</p>	<ul style="list-style-type: none"> A reassessed programme of condition surveys across the entire school estate, followed by a phased programme of repairs being completed. 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>L2 xI3</p> <p>Medium</p>  <p>The underlying backlog maintenance requirement remains high.</p> <p>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"> Secured funding for 1 Primary School rebuild, 2nd coming up. Building Lisburne School which frees up older buildings. 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 and even death to adults with care and support needs where legislative responsibilities are not met and systemic failures are not identified and remedied. • Reputational and financial risk to the Council if statutory safeguarding duties are not appropriately discharged. • Risk to the Council and individuals as there remains a significant waiting list for DoLS • Reputational risk to the Council if children and families 	<p>Chris McLoughlin Eleanor Hirst/ Julia Newton</p>	<ul style="list-style-type: none"> • Reviewed effectiveness of Multi Agency Adults at Risk (MAARS) .Learning circles 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. • Multi-Agency Safeguarding and Support Hub (MASSH) and Stockport Family First Response Team. • Safeguarding Adults Transformation work to ensure greater oversight and assurance of our statutory duties has included: Introduction of a monthly safeguarding & DoLS assurance meeting. 	<p>L3x I4 High</p> 	<ul style="list-style-type: none"> • Restructuring Childrens' services bring opportunities for better awareness and more effective engagement with vulnerable children 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 and performance is reported to CLT. • New government guidance in December 2023 (Working Together 2023) should help strengthen childrens' partnership arrangements.

<p>are not identified and supported.</p>		<p>Introduction of senior management sign off for all safeguarding cases.</p> <p>A jointly developed data set with the Partnership.</p> <p>Revised safeguarding policies, procedures and practice guidance for staff. Supporting practice with the introduction of a monthly Safeguarding Forum.</p> <ul style="list-style-type: none">• The dedicated safeguarding resource focussing on all new safeguarding cases where the person isn't known to the service. Taking a lead on multiple concerns in a provider setting and leading on DV, MARAC, MAPPA, Channel and MAARS.		
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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 deliver new housing development. • External market developments negatively impact income and benefit 	<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. • Consistency with Emerging Local Plan. Establishment of local housing company (Viaduct Housing) to maximise available funding. 	<p style="text-align: center;">L3x I3</p> <p style="text-align: center;">Medium</p>  <p style="text-align: center;">Economic uncertainty, supply chain impacts mean imprudent to downgrade risk level.</p>	<ul style="list-style-type: none"> • 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>assumptions, both at commencement of a scheme but also at break points in leases.</p> <ul style="list-style-type: none"> • 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"> • 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. Challenges measuring the impact of any plans and policies implemented by the Council. 	<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. # Successful application for Commercialisation funding to develop the District Heat Source scheme. A bid for full scheme funding is being developed.

<ul style="list-style-type: none"> 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 Any national or local issue that impacts on the residents and services in the Borough.</p> <p>Specific Risks This will include but is not limited to :</p> <ul style="list-style-type: none"> Floods. Civil unrest. Supply chain disruption to essential services. Major transport disruption. 	<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/ There is a full library of GM Civil Contingency Plans supplemented with Local considerations which are 	<p>L2xI4 Medium</p> 	<ul style="list-style-type: none"> Officers participated in Operation Mighty Oak, a National Exercise for “black start” power emergency (i.e. 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"> • Terrorism. • Major industrial accident. • Pandemic/ significant dangerous disease outbreak (including Covid-19). • Power outages. • Industrial action (LA or key partner). 		<p>updated regularly by GMRU with Stockport input.</p> <ul style="list-style-type: none"> • 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. • 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. 		
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		<ul style="list-style-type: none"> 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). Major supply chain disruption (see Risk 5). Serious health outbreak/ pandemic impacting Council officers (including Covid-19). 	<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 disruption to critical business processes. They also include a RAG rating based on current and planned mitigations. These BIAs formulate the prioritisation of recovery for the Corporate 	<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 LGA facilitated IT cyber attack response exercise undertaken January 2024 LGA facilitated cyber attack response exercise with wider services undertaken April 2024

<ul style="list-style-type: none">Industrial action (LA or key partner).		<p>Business Continuity Plan which is also produced annually.</p> <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.Civil Resilience and Business Continuity Manager regularly liaises with senior management.		
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		<ul style="list-style-type: none"> • 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)	Existing Controls	Previous and current risk scores and direction of travel	Emerging risks & opportunities
<p>14. Workforce recruitment, development and retention</p> <p><u>Specific risks</u></p> <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. • Private sector and other areas of the public sector (including the NHS) may offer better 	<p>Corporate Leadership Team</p> <p>Jennie Neill</p>	<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 directorate to address ongoing workforce challenges. • Development of more inclusive approaches to recruitment 	<p>L4 x I4 (High)</p>  <p>Key areas remain under pressure from recruitment and retention issues.</p>	<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. • Established public sector network for sharing candidates. • Feedback from surveys of staff to SMT HoS creating action plans to

<p>remuneration, terms & conditions for staff with transferable skills.</p> <ul style="list-style-type: none"> • 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>including implementation of a values-based recruitment approach.</p>	<p>Feeling is that the residual risk remains high.</p>	<p>deliver priorities from the All Colleague Survey.</p> <ul style="list-style-type: none"> • 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. • Promoting L&D offer, flexible working/ hybrid and promotion of Equality & Diversity policies. • Leading Stockport Programme launched and embedding leadership behaviours council wide.
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Risk Area	Owner (CD / HoS)	Existing Controls	Previous and current risk scores and direction of travel	Emerging risks & opportunities
<p>15. Integrated Care System</p> <p>Since 2022, Integrated care systems (ICSs) are partnerships that bring together the health and care organisations in a particular local area, to improve population health and healthcare, tackle unequal outcomes and access, enhance productivity and value for money and help the NHS to support broader social and economic development - the cited Triple Aim - better health for everyone, better care for all and efficient use of health and care resources. Stockport, as a Locality under the GM ICS has local Care System and Care Board arrangements.</p> <p><u>Specific Key Risks</u></p> <p><u>Financial</u></p> <p>Greater Manchester has significant financial pressures that the Locality and System</p>	<p>Corporate Leadership Team</p> <p>Kathryn Rees/ Philippa Johnson</p>	<p><u>Financial</u></p> <ul style="list-style-type: none"> To address the financial challenge a cost improvement programme (CIP) plan is in development targeting CHC, 	<p>L3 x I3</p> <p>Medium</p> <p></p> <p>There are resource challenges at both GM and local level that may result in additional pressures for Council finances and services</p>	<ul style="list-style-type: none"> Potential change of national government at the national election will inevitably bring short and longer term changes to funding regimes and targets. ICB and Council management will track and respond to any changes post election accordingly. Locality working with the Council to look at opportunities for joint commissioning to achieve better value.

<p>arrangements are intended to address</p> <p>Stockport's current and projected financial position is a standing item at Executive meetings and the Locality Board. 2024/25 Stockport has been given an efficiency target of £7.973 million (5% of influential spend) for the delegated Integrated Care Board funds. A recognition of actual challenges include, continued demand for CHC and mental health placements compounded by increases in the cost of placements and continued prescribing price and volume pressures.</p> <p>There is a risk that the financial pressure in GM and the locality has a knock on effect to the Council</p> <p><u>Demand exceeds available capacity to deliver services in a timely and effective way</u></p> <p>Increased acuity and prevalence of need, a backlog of elective activity, increase in urgent referrals for some specialties, industrial action, general staffing risks the withdrawal and reduction of resources focused on early</p>		<p>mental health and prescribing being the areas of high expenditure and reasons for the adverse variance in 2023/24. This is being developed by and will be approved by the Board and partners.</p> <ul style="list-style-type: none"> • Good communication channels exist between ICB and Council services and officers both financially and operationally. <p><u>Demand</u></p> <ul style="list-style-type: none"> • Prioritise services based on the severity of the condition. This can help in ensuring that those who need immediate attention receive it first. Consideration of alternative providers and access to Mutual Aid. 		
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help and prevention issues and issues with patient flow.

This would have an impact on the system's ability to reduce demand over the long term, our ability to reduce health inequalities and our ability to improve our future system financial sustainability which will have knock on consequences for Council services and budgets.

Insufficient staff numbers and skill mix

Within the Locality this may lead to shortages caused by financial deficits national and local

- Collaboration to help in share resources and expertise. Help reduce the burden on individual organisations and improve the quality of services.
 - Technology used to improve access to prevention services. For example, telemedicine can be used to provide remote consultations and follow-ups, which can help in reducing the need for physical visits.
 - Preventive measures such as public awareness campaigns and health education programs reducing the demand for services by promoting healthy behaviours and lifestyles.
- Staff and skills**

<p>workforce shortages, , sickness levels, delays in recruitment process.</p> <p>This brings reduced capacity to deliver care, staff morale and well being, challenges in planning for future supply, lack of development.</p> <p>As with other specific risks discussed above, if health services cannot deliver due to insufficient resources, there will inevitably be an impact on Council functions and budgets.</p>		<ul style="list-style-type: none"> • GM People and Culture strategy and supporting delivery plans • Organisation, locality and sector level workforce plans focused on priority areas to address system risks 		
<p>Risk Area</p>	<p>Owner (CD / HoS)</p>	<p>Existing Controls</p>	<p>Previous and current risk scores and direction of travel</p>	<p>Emerging risks & opportunities</p>

<p>16. Property risk</p> <p><u>Headline risk</u></p> <p>Loss of property causes operational loss of use, financial or reputational damage to the Council.</p> <p><u>Specific risks</u></p> <ul style="list-style-type: none"> • Vacant/ derelict properties bringing insurance costs, safety risks to residents and ASB. • Bare minimum Asset Management Plan increases risk of significant structural failure of operational properties bringing potential service disruption and unforeseen costs. Some assets are specialised (eg Leisure Centres, Libraries) and would cause service disruption if forced to close. • Ageing and diverse estate means vulnerable to nationwide alerts around past construction trends/ 	<p>Corporate Leadership Team/ James Kington</p>	<p>A Security Plan is in place for each disused building. For significant disused properties, assets plans are being developed for demolition. Each property has monthly surveys for insurance purposes.</p> <p>Currently there is little plan in place to mitigate risks, to bring this to standard it is advised that we reintroduce management surveys to mitigate likelihood of risks.</p> <p>Hybrid working means in the event of unforeseen closure, staff can be prioritised for office space based on BC ratings and others can work from home.</p> <p>Improving record keeping using whole estate RAAC surveys as starting point.</p>	<p>L2 x I3</p> <p>Medium</p> <p>New risk</p>	<p>Considerations to be made to add management survey budgets for buildings to identify and manage condition issues, this will allow Estates team to better management the likelihood of risk and provide better long-term financial planning for the AMP. This would bring the Corporate in line with the Education estate.</p> <p>Potential affects to business continuity including revenue loss.</p>
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<p>materials which are discovered to have issues (eg RAAC, Asbestos etc).</p> <ul style="list-style-type: none"> Possible failure to meet statutory duties related to health and safety. 		<p>Statutory compliance planner currently in place for each asset, managed via Robertson FM, and estates team allowing the monitoring of legal requirements and obligations.</p>		<p>Introduction and investment of Risk Compliance Platforms to ensure as a business we are compliant for all our estate liabilities mitigating risks as best as possible.</p> <p>Improving CAFM systems currently in place to record statutory compliance and assets. Improving records to ensure property acquisitions are correct.</p>
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Residual risk scoring

<i>Methodology</i>	<i>Combined score (Likelihood and Impact each rated 1-4)</i>	<i>Rating</i>
<p>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.</p>	1-4	Low
	6-9	Medium
	12-16	High