

**Corporate Risk Register - October 2016**

	Risk Description	Description of Impact	Controls in Place to Mitigate Risk	Evaluation of Controls	Impact score	Likelihood score	Risk Rating (Impact x Likelihood)	Risk Owner (Executive Director)	Responsible AED/SUM	Proposed Actions - include resulting benefit and costs	Responsible Officer	Target Date for Proposed Action
1	The supporting ICT provision for Council services is not resilient, it does not keep pace with organisational priorities and change and does not assure the basic requirements in terms of operational functionality and data security. Major ICT failure or lack of system integrity - Loss of all ICT systems due to an incident which affects the server room/data centre or system failure isolated to a specific system.	Loss or disruption of services internally and to the community. Loss or corruption of data, which could generate financial implication for reconstitution or additional staff hours to re-establish backups. Whilst systems not functioning fully it provides an opportunity for malicious or criminal abuse of data or systems. Reduction in morale by staff due to inability to carry out role effectively. Reputational damage with the Community as unable to deliver services as required.	Security policy and procedures, physical secure data centre with regular access review, managed, resilient and secure network infrastructure, back up and restore systems, appropriately experienced and qualified technical staff. Funding available to develop DR facility for key council systems, procedures and policies relating to virus infection reviewed and updated to reflect increased risk. The Councils Data Centre is now housed at Rochdale MBC and the partnership arrangements are working well. ICT Strategy being reviewed. Software and hardware being trialled and evaluated for effectiveness of use, so go live procedures work as required. Future planning in place for on going compliance with the PSN requirements. Ability to work without connection to network being reviewed.	Effective	5	4	20	Robin Monk	Tim Rainey	The provision of ICT is being reviewed as part of the transition to the ICO with the Hospital and the CCG.  A Cyber Security Audit is underway in partnership with Salford Computer Audit Services.	Tim Rainey/Nicola Smith/Julie Hayes	Ongoing
2	The demolition of TAC and rebuilding of the service centre does not run to time or budget and the specification is not in line with future service delivery plans.	The identified savings will not be realised. Reputational damage with partners and the Community. Staff and service delivery will be affected.	Updated reports provided to ET, Board and Cabinet. Project Plan/Risk Register in place. External specialist being used to design the new building. Joint Project Board with the College. Internal Project Group chaired by ED - Place.	Effective	4	4	16	Robin Monk	Damien Bourke			
3 NR	Failure to manage the local home care market to deliver appropriate and timely care packages	Market management is a new requirement of the Care Act. Failure to ensure sufficient supply of good quality home care services could place individuals at risk. There is also a significant impact on the whole health economy if individuals remain in hospital beds because a care package cannot be commissioned. There is financial impact for the economy and reputational risk for the authority.	Tender has been undertaken to bring new providers into the area to improve capacity. TMBC resources are being used to support where there is insufficient capacity to meet need.	Partially Effective	4	4	16	Stephanie Butterworth	Sandra Whitehead	Service has been retendered so new providers entering the market.  Reablement and homemaker services are covering in emergency situations.		
4 NR	Insufficient care home capacity in the local market to provide appropriate placements for people requiring long term care	Market management is a new requirement of the Care Act. Failure to ensure sufficient supply of good quality care home places could place individuals at risk. There is also a significant impact on the whole health economy if individuals remain in hospital beds because a place at a home of choice is not available. There is financial impact for the economy and reputational risk for the authority.	Discussions are in place with local providers about the level of capacity required in the local economy. At present vacancy level of 7% so manageable, but there is a risk of people not being able to find a bed at their preferred home. Documentation in place at the hospital should an individual and/or their family insist on a specific placement - this may mean moving to an alternative home as an interim arrangement.	Partially Effective	4	4	16	Stephanie Butterworth	Sandra Whitehead			

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5	Failure to deliver council duties to improve the health and wellbeing of Tameside residents.	Poor health outcomes, healthy life expectancy and increasing health inequalities.	Tameside and Glossop Care Together Programme provides a clear strategic commitment to address this risk. Emerging plans and work programmes aim to improve healthy life expectancy and address health inequalities by rebalancing local investments in health and social care. Public Health team members are members/leads in strategic partnerships such as Health and Wellbeing Board, Single Commissioning Management Board. Public Health also have a role in leadership and influencing agendas beyond health and social care commissioning to ensure responsibility for this issue amongst partners and other departments within TMBC is understood, shared and acted upon.	Effective	5	3	15	Angela Hardman	Debbie Watson/Gideon Smith/Anna Moloney	Annual Public Health business plan and commissioning intentions complying with mandatory guidance.  Transition funding secured from GM Health and Social Care Partnership in September 16 for 4 years will support implementation of key elements of Care Together Programme.  Model of Care including Healthy Lives and Integrated Neighbourhood Teams agreed.	Debbie Watson/Gideon Smith/Anna Moloney	2016-20
6	Failing to protect vulnerable children - Vulnerable children are put at risk due to poor systems/processes and reduced service provision.	Service disruption, litigation, loss of public confidence and reputational damage. Negative impact on the service user's life and wellbeing.	Tameside's Safeguarding Children's Board operating effectively. Procedures and guidance in place. Partnership arrangements, information sharing protocols etc. in place. Risk Assessments carried out. Internal and external inspections of services (including schools and private providers) DBS Checks on staff, staff supervision record keeping and training in place. Partnership working with GMP and schools with Project Phoenix (CSE).	Effective	5	3	15	Stephanie Butterworth	Dominic Tumely	Changes to further develop teams and provide a cohesive service provision across children's services aim to mitigate risk further, intervene earlier in the life of the problem for a child and have long lasting beneficial impact	Dominic Tumely	November 2016 Review in April 2017
7	The Council fails to benefit from the opportunities generated from the increased central government devolution to the Greater Manchester Region.	The Council's influence at a regional level is not sufficient for it to maximise the benefits which accrue from devolution such as increased economic growth. Failure to secure funding for the Tameside area including Health Transformational Funding.	The Council is supportive of the current devolution role and is playing a prominent role in shaping the present agreement with Central Government for Greater Manchester. Members and Officers attend meetings of the Combined Authority including the Wider Leadership Team. Lead roles have been allocated to Leaders and Chief Executives to drive the transformation programme forward. The Chief Executive is the lead for Health and Social Care and the Executive Leader leads on investment. With regards to TfGM bids are put in as AGMA collectively so that GM gets it share.	Effective	5	3	15	Executive Team	Senior Management Team	The Council will deploy adequate resources to ensure that it is able to maximise the benefits.	Senior Management Team	Ongoing
8	The inconsistent application of information standards and controls could result in a significant, unauthorised disclosure of personal and/or sensitive data. Indicating a failure to protect the Council's data and information. With potential for multiple breaches of the Data Protection Act and the Freedom of Information Act	Disruption to service delivery. Reputational damage both regionally and nationally. Financial implications due to compensation claims and costs of putting right damaged caused. Investigation by Information Commissioner, with potential for monetary penalties and enforcement action and the financial impact that goes with these.	Guidance on Intranet. Standard forms introduced. Advice from legal. Publicity, reminders via SMT, corporate screensavers and the Wire. Information Governance Framework developed and implemented. Information Asset Register in place. Information Governance Group in place to keep controls under review. E Tutorials and training and awareness sessions delivered and ongoing support provided. Only encrypted removable devices can be connected to the network and autocomplete of email addresses has been disabled in high risk areas. Email and Files Electronic Retention Policy in place.	Effective	4	3	12	Sandra Stewart	Aileen Johnson/Tim Rainey/ Wendy Poole	Draft Paperless Policy was considered by SMT in August and is on the agenda for the next Information Governance Group on 28 September.  E-Learning courses are being reviewed.	Tim Rainey/Julie Hayes/Wendy Poole/IGG	November 2016

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9	Ineffective procurement and contract monitoring - Procurement does not deliver value for money and is not conducted in line with best practice, PSOs and European legislation. The strategic focus on commissioning is less effective due to a lack of skills and capacity to drive the change in culture.	Poor service delivery and increased costs. Legal challenges to contracts awarded would generate financial implications and potential service disruption. Reputational damage amongst suppliers and partners could impact on subsequent tenders and relationships.	Procurement Standing Orders and guidance notes. Training. Internal Audit. Waivers Reports have to be approved by Finance and Legal. Review of Authority spend analysis which highlights suppliers spend over PSO thresholds and aggregate spend for further investigation. Procurement Leads group established. Single Commissioning Function established with TMBC and CCG - new governance - staff currently orienting to the new arrangements.	Effective	4	3	12	Sandra Stewart and Executive Team	Senior Management Team and Beverley Stephens	The provision of procurement advise and support is currently being reviewed as part of the Resource Management Service Redesign.	Ian Duncan	September/December 2016
10	Impact on service delivery of organisational restructuring and loss of staff. If the workforce continues to decrease in overall numbers there will be reduced opportunities to make appropriate skill matches to meet the changing needs of the organisation. Impacting capacity to deliver statutory or necessary services and service redesigns/transformation is impaired.	Reduction in service quality, along with an impact on morale. Knowledge leakage with loss of experienced staff. Increase in customer complaints. Lack of capacity to deliver service transformation could impact on revenue savings and reform working. Possible reputational damage and impact on the service users and community. Potential for increase in civil claims, e.g. reduced spend on highways could increase the number and cost of compensation claims and increased fraudulent activity. Weak Cost Benefit Analysis models used to support redesign could result in financial issues.	Ongoing structured service redesigns to deliver services within funding envelopes which is monitored by ET. The Big Conversation/Budget consultations with the Tameside Community to help identify how to shape the savings targets around service delivery. GEARS/Annual Development Reviews for staff development. Reports regarding Service Redesigns are presented to Employer Consultation Group (ECG) which ensures the Trade unions are consulted on all changes. ICO looking at different models of service delivery. Partnership working is essential to deliver savings and enable safe services to be delivered going forward.	Effective	4	3	12	Executive Team	Senior Management Team			
11	The Council is unable to delivery the Medium Term Financial Strategy - Failure to deliver services within reduced budgets and provide for future financial stability.	The corporate savings requirements are not fully understood by the services and the planned service redesigns and savings are not achieved. The full implications of reduced service provision needs to be understood to ensure that a reduction in one area does not cause a cost pressure in another . Staffing cuts, overspends, complaints and reputational damage. Failure to achieve savings targets within timescales will push future years cost pressures up, impacting on future budget reductions.	Budget report presented to Council in February. MTFS updated regularly. Revenue and capital monitoring reported to ET and Board. Recovery plans in place. Service redesigns ongoing to deliver affordable services within funding envelopes. Big Conversation allows the community to help shape the new Tameside. All managers issued with funding envelopes, savings reviewed by ET/SMT, regular budget monitoring and reporting. CDT sessions to ensure managers aware of importance of achieving savings targets. Work is being undertaken by SMT to redesign the shape and size of the council. Agreed corporate projects and priorities. Board Business Day covers the financial savings needed.	Effective	4	3	12	Sandra Stewart	Ian Duncan	Work is on going with the CCG and Tameside and Glossop Integrated Care NHS Foundation Trust to review the health economy financial position to put plans in place to close the identified gap. Transitional Funding of £23.2m spread over four year has been approved. Different delivery models are being reviewed including a review of support services. Council service budgets are being reviewed and savings identified/challenged to ensure robust delivery plans are in place. Proposed changes to Business Rates need to be monitored and the impact fully evaluated.	Ian Duncan	2016 - 2020
12	Impact of the recession on Tameside - The economic climate affects Tameside to the detriment of residents and local businesses.	Reduced income due to reduction in CT and NNDR payments. Increased potential for fraud. Less grant money available. Increased claims for benefit and debt/housing assistance. Businesses fold and Tameside becomes less attractive to potential investors. Reduced capital receipts.	Significant investment in our Town Centres including Infrastructure improvements, Vision Tameside, assisting local businesses to access funding for investment. Programme of asset disposals drive economic growth. A programme of support for Employment and Skills. Continue to bid for transportation funds. New college building on the old camp street carpark is now open.	Effective	4	3	12	Robin Monk	Damien Bourke	GM Spatial Framework being developed. Submission, examination and adoption in 2018.	Robin Monk/Damien Bourke	2018

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13	Ineffective use of data and intelligence to support the decision making process.	Services not fully taking advantage of the information collated by the council to properly inform project appraisals and decision making. Decisions could be challenged if not evidence based. Inefficient and ineffective service delivery to the Community.	Training on Safe and Sound Decisions. Reports reviewed by Legal and Finance to ensure legal and financial implications have been considered fully. Making use of the available insight and intelligence work that the Policy Team coordinate. Information Governance Framework is in place to provide guidance on information use and sharing to ensure the lawful use of Council information and advice can be obtained from Legal and Finance.	Effective	4	3	12	Sandra Stewart	Wendy Poole/ Sarah Dobson	Information Champions to be established to work with the Information Governance Group to ensure that data is shared across the Council where appropriate to drive process efficiencies.	Wendy Poole	2017
14	Vulnerable adults are put at risk due to poor systems/processes and reduced service provision. Impacting the balance of safeguarding vulnerable people alongside the allocation of Individual Cash Budgets and developing new ways of working to promote independence.	Service disruption, litigations, loss of public confidence and reputational damage. Personal liability of members and / or officers. Negative impact on the service user's life and wellbeing.	Manuals and protocols, Health and Safety training, risk assessments, robust records and systems of inspection, Internal Audit review processes. Full evaluation of changes to service provision undertaken including consultation where appropriate and EIA's. Effective multi-agency Safeguarding Partnership now statutory Board under Care Act legislation.	Effective	4	3	12	Stephanie Butterworth	Sandra Whitehead			
15	Increased demand for services due to demographic changes - Tameside is unable to meet the needs of its ageing population requiring significant savings to be made, or reductions in levels of dependency, to manage rising levels of demand.	Overspending and overstretching of staff due to increased demand, following cuts in other service areas. Changes to eligibility criteria to 'ration' services may result in reduction of care and support for some, which may have a detrimental effect on health and wellbeing of service users.	Regular review of eligibility criteria, development of prevention strategy to support more people at a lower level of need to prevent dependency on services. Care Together programme, including the development of the ICO is the primary vehicle to develop self-managing and sustaining communities, delivering the right care at the right time to maintain people at home wherever possible.	Effective	4	3	12	Stephanie Butterworth	Stephanie Butterworth	Development of the Integrated Care Organisation	Sandra Whitehead	April 2017
16	Work on public service reform does not deliver the expected savings and impact on the Community. The internal ability to deliver Public Sector Reform, the savings and transformation agenda is vulnerable to capacity constraints, financial restraints and external policy.	The partners' expectations and performance indicators are not met and could create lack of enthusiasm for working in this way. Potential for reputational damage if the Community does not understand why we are working this way and the benefits to them.	Multi - Agency Communities Teams in place from May 2016. Identification of risk in the community include mental health, ASB and domestic abuse. Key priorities to be addressed to create stronger communities include school readiness, transition into adulthood, worklessness and ageing. Work and progress is reviewed as part of the Strategic Neighbourhood Partnership.	Effective	4	3	12	Stephanie Butterworth	Emma Varnum	Further integration is planned with the ICO's into 4 Integrated Neighbourhood Teams with Health and Social Care	Emma Varnam	April 2017
17	Impact on the Council in relation to the changing landscape for schools including; Free Schools, Academisation and linked issues relating to BSF/PFI.	Loss of Land. Reputational damage for the Council if Free Schools/Academies do not perform to acceptable standards. Potential financial impact on the council if schools transfer to an academy with a deficit in place. Funding/legal implications for BSF/PFI schools. Impact on support services within the Council.	Deficit recovery planning support in place. The Council is only liable for a deficit if it instigates the associated Academy conversion. . Support services to schools will be reviewed during 2016/17. A clear strategy is in place to support schools which is regularly monitored by the Council's Education Attainment Improvement Board.	Effective	4	3	12	Sandra Stewart/ Robin Monk/ Stephanie Butterworth	Damien Bourke/ Bob Berry/ Ian Duncan	Review of support services to schools to be undertaken, new arrangements to be implemented by April 2017.  Local Partnerships are undertaking a review of the PFI contracts currently in place to determine the opportunities to reduce cost and ensure affordability over the contract duration	<b>Support Services</b> Ian Duncan/ Tracy Brennan <b>PFI/BSF</b> Robin Monk	<b>Support Services</b> April 2017 <b>PFI/BSF</b> December 2016
18	Requirements of the Care Act on service provision and associated financial implications.	Additional demands on assessed care provision and associated additional cost.	Ongoing review of Adult Social Care service delivery alongside Care Act requirements. This includes reduced dependency on residential care and increased independent living at home at lower cost.	Effective	4	3	12	Stephanie Butterworth	Sandra Whitehead			



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19	Failure to provide an appropriate Civil Contingencies response to an incident or emergency affecting the community or the Council, including extreme weather conditions due to climate change.	Loss of accommodation, key staff, IT services, records/information, equipment. Unable to supply the legally required and identified emergency level of service to customers and service users. Loss of reputation regionally and nationally. Care in the Community overstretched and potential impacts on other front facing services depending on the nature of the incident. Public fear and concern along with potential accommodation problems. Service failure. Drains and sewers unable to cope with volume of rainfall. Community safety implications with heat stroke. Increase potential for Infrastructure and property damage, with fires, settlement and storm damage. Reputational impact. Possibility of an increase in the number of insurance claims. Accommodation problems. Public concern.	Corporate Business Continuity Plans in place supported by Directorate BCP's, Executive/IMT Plan. Subsequent development is underway to review BC process, delivery and planning. Emergency Plan, Community Risk Register, Statutory Duties. Director on Call in place and a Forward Incident Officer. Regular meetings and forums with Blue Light services and other LAs. Central GM Civil contingencies Team in place. Plans are tested. Flood plan in place.	Effective	5	2	10	Robin Monk/ Sandra Stewart	Ian Saxon/ Wendy Poole	Business Continuity system is under review to meet with the needs of the Council.	Wendy Poole	December 2016
20	Failure to support schools effectively to achieve a judgement of good/outstanding by Ofsted	If schools are unable to make the level of progress required to assure Ofsted that all children are receiving a good standard of education, the Council could attract a full inspection of its school Improvement Support Services by Ofsted. A worst case scenario would result in this function being removed from the Council. The reputational damage to the Council would be very significant.	The Council has invested in the creation of a new School Performance and Standards Team as well as adding capacity in other areas of the education service which all support the school improvement agenda. A clear strategy is in place to support schools which is regularly monitored by the Council's Education Attainment Improvement Board. Currently - September 2016 - 93% of primary age pupils attend a Good or better primary school, but the proportion for secondary age students is only 53%.	Effective	5	2	10	Stephanie Butterworth	Bob Berry			
21	The property portfolio rationalisation necessary for the delivery of appropriate council wide services is not delivered and consequently savings are not achieved.	The Council will have an unnecessary financial burden in respect of unoccupied or under used properties. Impact on the overall funds for the Council and compliance with the MTFs.	Programme of asset disposals by value. Regular sales at auction. Progressing major sites to outline planning. There is a strategy in place which is considered by the Strategic Planning and Capital Monitoring Group, and disposals are approved by Cabinet. There is a process in place to delivery £55m over 3 years. Sites/buildings to go to the Market are discussed monthly with the Executive Member.	Effective	3	3	9	Robin Monk	Damien Bourke	Capital Officer Working Group being set up by Finance.	Ian Duncan	September 2016
22 NR	Failure to open a new secondary school in September 2018.	The borough will have failed to provide sufficient school places for approximately 300 young people. Reputational damage.	Detailed pupil planning projections from officers indicate a 'bulge' year for secondary places in 2018. This data also indicates the geographical location of where projected gaps in provision are.	Effective	3	3	9	Stephanie Butterworth	Bob Berry	Planning is under way with EFA, RSC, Laurus Trust, and council officers.	Bob Berry/ Damien Bourke	Sept. 2018
23	Insurance purchased inappropriate or inadequate to provide necessary cover for the Council's risks.	Increased costs, service interruption, potential litigation/fines complaints and reputational damage. Financial impact due to the uninsured claims having to be settled with none budgeted funds.	Annual Renewal Process undertaken in conjunction with Insurance Brokers (AON). Insurance contract let every 5/7 years in conjunction with our Insurance Brokers. Regular review meetings take place with Brokers/Insurers/Claims Handlers to monitor performance and to discuss changes in the insurance market and keep abreast of new claim trends and discuss any litigation issues or court rulings that could have impact. Members of the North West Insurance Officers Group.	Effective	4	2	8	Sandra Stewart	Wendy Poole	Introducing quarterly review meetings with Resource Management to insurance matters.  Annual Insurance Report to be presented to SMT.  The procurement of Cyber Insurance will be re-assessed as part of the 2017 /18 renewal process taking on board the Audit findings referred to in risk 1.	Wendy Poole	October 2016 Annually thereafter for SMT Report

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24	Pension Fund investments do not provide the appropriate/anticipated level of return/income, to support the development of the fund.	Increased employer costs. Reputational damage to the Fund and overall stakeholder concern.	Investments are placed with different fund managers diversified across different asset classes and countries. Markets are monitored daily with the Fund's performance being a major item at each quarterly meeting of the Pension Fund Management Panel. The Funds operations are subject to both internal and external audit. There is also a statutory valuation of the Fund every three years, part of which is to compare assets to liabilities.	Effective	4	2	8	Sandra Stewart	Steven Taylor/Paddy Dowdall			
25	Inability to appropriately store and retrieve digital records and media in a future proof format.	Loss of data. Unable to retrieve digital records. Staff encouraged to use centralised storage and not removable drives. Financial implications with the cost of paper storage increasing. Financial and time implications of reconstructing data/information. Potential for litigation or fines from the ICO.	IT Back-Up system in place. Daily and weekly back ups taken. Back ups are stored off site. The Data Centre is now located in Rochdale MBC's 'Server room located at 1 Waterside Rochdale. Horizon scanning for future developments and improvements. Information Governance Framework in place, all staff should be reviewing the files they have in line with the Retention and Disposal Guidance. Information Asset Registers in place. Retention Policy for emails/files in place and project to put in place EDRMS and case management for all services underway.	Effective	4	2	8	Robin Monk	Tim Rainey/Julie Hayes	Draft Paperless Policy was considered by SMT in August and is on the agenda for the next Information Governance Group on 28 September.	Tim Rainey/Julie Hayes	Ongoing
26	Alignment of partnership working - Inability to ensure that partnership arrangements deliver agreed outcomes. Increased pressures and reduced capacity on external providers to develop and provide services.	Failure to deliver planned outcomes, loss of credibility and reputational damage. Damage to morale, financial and resource implications. Possible litigation. Partners not being in the same place as the Council. Reduced market capacity and choice of consumers.	Corporate Plan is monitored regularly by Executive Team and Board. The governance arrangements regarding the ICO are now in place and decisions are made by a Joint Commissioning Board and the Executive Cabinet depending on the nature of the decision.	Effective	4	2	8	Executive Team	Senior Management Team			
27	Failure to target resources at the right families with the right intervention across early years and worklessness settings.	Financial and reputational implication of work and contacts. Improvements not achieved in accordance with the government funded scheme.	Early Years is a key strategic priority, including new commissioning responsibilities for HV/FNP. Worklessness a key strategic priority for new Communities teams in operation from May 16.	Effective	4	2	8	Stephanie Butterworth	Dominic Tumelty/Emma Varnum/Emma Handby			
28	Local Government Pension Scheme asset pooling requirements not met.	Government uses its powers to direct the Fund as set out in the new Investment Regulations. Reputational damage to the Fund and overall stakeholder concern.	Fund has chosen pooling partners and submitted a response to Government. Professional advice will be sought throughout process.	Effective	4	2	8	Sandra Stewart	Euan Miller	Awaiting feedback on proposals submitted in July 2016. Feedback received will inform future actions. Successful pooling outcomes will result in improved net investment returns and lower employer contribution rates.	Euan Miller	October 2016
29	Failure to reconcile Guaranteed Minimum Pension (GMP) data prior to the HMRC notifying citizens in 2018 of their accrued GMPs and the authorities responsible for them.	A great deal of failure demand and loss of reputation. Incorrect amounts of pensions may be paid.	An overview project plan has been drawn up and the project is being monitored by the Fund's Management Team at their regular meetings. Some initial work has already been undertaken and meetings with two companies are scheduled.	Effective	4	2	8	Sandra Stewart	Emma Mayall	Quotes are to be sought during Q3 regarding having the GMPF/HMRC data surveyed to assess the scale of the work that is going to be involved.	Emma Mayall	December 2016

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30	Failure to prevent or detect acts of significant fraud or corruption with consequent financial or reputational damage to the Council.	Financial loss to the Council and reputational damage. Adverse publicity both locally and nationally. Investigations are resource intensive. Prosecutions can take a long time to conclude.	Fraud risk assessment carried out by Internal Audit. Internal Audit review systems on a cyclical basis to provide assurance that effective controls are in place and working. Internal Audit provide advice and support to managers to ensure the control environment is considered when changes are being proposed. Anti Fraud, Bribery and Corruption - Statement of Intent in place. Fraud Response plan in place. Whistleblowing Policy in place. Management are responsible for the control environment and this is tested as part of the Annual Governance Statement process as Executive Directors sign assurance letters. All ongoing investigations are reported to the Standards Panel and summary data is presented to the Audit Panel as part of regular progress reports by the Head of Risk Management and Audit Services.	Effective	3	2	6	Sandra Stewart	Ian Duncan/ Wendy Poole	Investigation process and fraud documents are being reviewed to ensure they adhere to best practice.	Wendy Poole	December 2016
31	In-effective community cohesion. The community cohesion activities undertaken do not have the required results, of raising awareness, integration and acceptance within the community.	Unrest, riots and vandalism. Inequalities within the community becoming more prevalent and raising community tension. Potential to lead to an increase in crime and disorder. Failure to comply with Equality Legislation could lead to reputational damage and litigation.	A well established Strategic Neighbourhood Partnership and sub groups are established. With regular tension and performance monitoring through THIP group, plus Prevent and Channel Groups. An action plan to improve cohesion has been written and is being enacted. A high level intervention group has been identified for when tensions arise, threat analysis forms part of service planning.	Effective	3	2	6	Stephanie Butterworth	Emma Varnam	Community Safety structure is being reviewed to ensure an appropriate strategic oversight.	Emma Varnam	Ongoing