

Corporate Plan Theme	Risk No.	Risk Description	Description of Impact	Risk Category	Inherent Impact Score	Inherent Likelihood Score	Inherent Risk Rating (Impact x Likelihood)	Controls in place to mitigate risk	Evaluation of controls	Residual Impact score	Residual Likelihood score	Residual Risk Rating (Impact x Likelihood)	Direction of Travel	Risk Owner (Director)	Responsible AD/SUM	Updated position and other comments
Starting Well		The Council is unable to deliver its Medium Term Financial Plan - Failure to deliver services within available budgets and provide for future financial stability, including the maintenance of the Council's resource base and council tax collection and dealing with the current cost pressures and demand levels in Children's Services.	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. Failure to manage demand in service areas placing further pressures, which is driving most of the projected budget gaps. Failure to collect sufficient council tax and business rates will undermine the resources available to deliver front line services. Changes to the funding formula could significantly reduce available funding.	Economic	5	5	20	Budget report presented to Council in February. From 2018/19 the MTFP has been refreshed 3 times a year as part of the financial update reports that include the monitoring of the revenue budget position. Both the revenue financial update and capital monitoring are reported to SLT, Board and Executive Cabinet. In year budget variances will be categorised between savings plans not being delivered and additional pressures, so full visibility is given as to the origin of any problems. Recovery plans will be put in place. All managers issued with a budget book which sets out their approved budgets and associated resources. Budget cycle starts in March with a star chamber and budget strategy being considered by SLT in March. Corporate projects and priorities will be affirmed through this process with regular update reports throughout the year for SLT and Board. CDT sessions to ensure managers aware of the financial outlook and importance of achieving savings targets. Board Business Day covers the financial savings needed and strategies to deliver.	Effective	5	3	15	↓	Kathy Roe	Caroline Barlow	The position within demand led services continue to be very difficult, particularly with the impact of the Covid-19 pandemic. The Council has made good progress in achieving the savings target that it has set itself and is committed to achieving more as required. There has been some positive progress in relation to some of the assumptions within the MTFP, however the position remains very challenging and requires an unrelenting focus on acting on savings and achieving value for money in all areas.
Corporate Support and Enabling Services	2	Not implementing the latest products or best practice in information technology to ensure that the organisation remains effective and efficient, enabling it to deliver its services.	Loss or disruption of services internally and to the community. Loss or corruption of data, which could generate financial implications 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.	Political, Technological	4	5	20	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. Work on a new purpose built Data Centre in Ashton Old Baths is underway. The facility will co-locate Council and NHS systems. A DR facility in the hospital Data Centre is also under way. Work is also underway to put in place a new high speed high resilience network based on the Councils dark fibre infrastructure. As part of the transition from the current Uplink LANWAN service to the new network the support and management of LANWAN security will be taken back in-house. As part of this project all the council cyber security and resilient hardware and software is being updated. A second resilient data link to the Data Centre at Rochdale is being commissioned and will ensure that Council systems hosted there will remain accessible should there be a failure to the main link.	Partially effective	3	4	12	→	Kathy Roe	Tin Rainey	Deployment of Office 365 is now underway with the initial Teams Meeting First functionality in place. The initial project timeline for rolling out the wider Office 365 product sets including SharePoint, telephones and the latest MS Office software assumed that additional resources would be in place. This additional capacity will not only manage the new functionality being, but also ensure appropriate training and ongoing support is in place. Failure to do would introduce significant delays to the programme and would heighten the risk that benefits of this new software are not fully realised.
Ageing Well	3	Failure to manage the local home care market and care home capacity available to deliver appropriate and timely care packages and appropriate placements for people requiring long term care.	Market management is a 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.	Social, Legislative, Economic, Political	4	4	16	Tender has been undertaken and new contract/providers are now in place. New model is being rolled out and is expected to improve outcomes and reduce demand on services.	Partially effective	4	3	12	→	Stephanie Buterworth	Sandra Whitehead	Capacity/vacancy levels remain consistent in care homes. Providers are raising concerns about their ability to sustain services at the current fee levels. They are experiencing increases in insurance costs and in the costs of gas and electric. Work is underway to calculate the cost of care for 2022-23 care home fees. There is anecdotal evidence that staff who were recruited during lockdown have started to go back to their previous pre-COVID roles, which appears to be a national issue. The ending of summer break has helped providers with capacity as some care workers are now fully available for work with schools re-opening after the summer holiday. Work is underway to recruit to additional staff in the in-house long term support service to ensure there is capacity to act as provider of last resort - recruitment is proving difficult. Plans underway for a jobs Fair and working with the GFT to jointly recruit to care posts. Also reviewing the cost of care model and understanding the cost of increasing the hourly rate of pay in commissioned services by £2ph to match rates in the hospitality sector.
Great Place Inclusive Growth	4	The property portfolio rationalisation necessary for the delivery of appropriate council wide services is not delivered and consequently savings and capital receipts required to fund the current and future investment programme are not achieved.	The Council will have an unnecessary financial burden in respect of unoccupied or under used properties. There will be a lack of funds to meet the demands of the Capital Programme. Impact on our ability to lever in external funding which requires us to match fund. It would make it difficult to meet our Medium Term Financial Strategy.	Economic	4	5	20	A disposal currently via a key decision, pending a Strategic Asset Management Plan being put in place	Partially effective	3	3	9	↓	Ian Saxton	Paul Smith	The integrated asset management plan is in place and key members of the Strategic Asset team have started their employment. Though recruitment in some roles is still problematic.
Starting Well	5	Failing to protect vulnerable children - Vulnerable children are 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. Financial consequences from having a disproportionate number of children in care.	Political, Legislative, Stakeholders	5	3	15	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). Quality Assurance and Auditing	Partially effective	5	3	15	→	Richard Hancock	Tracy Morris	Tameside's Safeguarding Children's Board and agreed procedures and guidance are in place. Children have adapted to pandemic conditions by introducing mitigation actions to ensure the Service is maintaining care for vulnerable children. The risk score remains at an increased level due to the expectation that issues not identified during lockdown will require attention during recovery. Contacts and open cases have both now increased significantly compared to pre Covid levels over the past 5-6 months.
Starting Well	6	Failure to ensure effective services (LACS, LAR, YJS etc.) which are highly regarded by regulators and that robust improvement plans are in place NB, likelihood of 4 is driven by SEND	Service disruption, loss of public confidence and reputational damage. Potential for government intervention. Negative impact on service users.	Political, Legislative, Stakeholders	5	5	25	Improvement plans in place for CSC and SEND. Overseen by Children's Improvement Board and SEND Improvement Group. Regular updates provided to elected members.	Partially effective	4	4	16	→	Richard Hancock	Tim Bowman	This risk remains high. Tameside receives the lowest level of SEND funding in Greater Manchester. Tameside's funding is being capped by the Government. This cap costs Tameside £3m a year. This resource gap is causing a significant pressure. The impact of COVID has been significant on SEND health services and has caused an increase in demand for statutory assessment.
Corporate Support and Enabling Services	7	Failure to effectively implement and monitor the effectiveness of a health and safety management system within the organisation.	Increased likelihood of accidents and work related ill health. Costs, claims and the likelihood of prosecution. Health and safety policies and procedures are out of date and a significant amount of work is required to review and update them. Failure to comply with health and safety legislation, including regulations which are specific to management of the estate such as the Control of Asbestos Regulations 2012. Failure to support managers in the day to day management of health and safety.	Legislative	4	5	20	Currently one Health & Safety Manager and one Health & Safety Advisor.	Partially effective	4	2	8	→	Ian Saxton	Sharon Smith	The organisation is still facing increased health and safety risks as a result of the pandemic. Risk assessments are continuously reviewed. New risk assessments have been completed and controls put in place as some locations for office based working are reintroduced. Aside from the pandemic, the Health and Safety Team are carrying out Service Audits to ensure that appropriate Safety Management systems are in place, are being applied and have not been ignored or forgotten in the shadow of the pandemic. Significant work is being done around Stress, with procedures for reducing the risk of stress in our workforce having been updated and introduced to Managers and School Leadership Teams through webinars. Accident and incident reports continue to be closely monitored with the Health and Safety Team assisting in accident investigations as necessary and reporting on any recommendations towards improvements that need to be put into effect.
Living Well	8	Coronavirus has a profound negative impact on health and wellbeing objectives, immediately through direct COVID illness and death; to non-COVID healthcare being displaced or delayed; to short and long-term impact on socio-economic determinants of health and wellbeing.	Changes in Government guidance, local lockdowns or other changes required in response to spikes in Covid19 infection rates impact on the ability of the Council to influence and support communities to stay safe and healthy	Social, Economic, Stakeholders, Political	5	5	25	Corporate assurance processes are being implemented to ensure that comprehensive and robust risk assessments have been completed. Creation of covid safe workplaces, a safe workforce and safe processes have been implemented. Covid-19 Working Group in place meeting weekly with supporting cells for data, school and education, test & trace, compliance and humanitarian support. Development, maintenance and implementation of Tameside Outbreak Control Plan and outbreak/cluster guidance. Comm plan in place. Community strategy for testing (PCR and LFT) and outreach to under represented groups and groups disproportionately impacted by Covid. Self isolation and welfare support available. Covid Champions and Ambassadors in place.	Partially effective	5	5	25	→	TBC	Debbie Watson	Measures to contain the transmission of the virus continue. Tameside continues to be an area of enduring Covid-19 transmission with continued high rates, in particular in the school aged population, and the public health team are managing multiple outbreaks. The government has published the 'COVID-19 Response - Autumn and Winter Plan 2021' setting out plans for autumn and winter 2021/22 in England including a move to 'Plan B' should that be required due to impact on the NHS. Local planning underway to prepare for this scenario. The COVID-19 booster campaign is currently underway. The booster vaccine will be available on the NHS for people most at risk from COVID-19 who have had a 2nd dose of a vaccine at least 6 months ago. Young people aged 12 to 15 are currently being offered a single dose of a COVID-19 vaccine. The NHS seasonal flu campaign also is underway.

Ageing Well	9	Vulnerable adults are put at risk due to poor systems/processes and reduced service provision, impacting on the balance of safeguarding vulnerable people against promoting independence through the allocation of Direct Payments and developing new ways of working to promote independence and resilience.	Service disruption, litigation, loss of public confidence and reputational damage. Personal liability of members and / or officers. Negative impact on the service users' life and wellbeing.	Social Legislative Economic Political	5	4	20	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 EAs. Effective multi-agency Safeguarding Partnership now statutory Board under Care Act legislation.	Effective	3	3	9	⇒	Stephanie Buterworth	Sandra Whitehead	Social distancing, infection prevention and control measures to protect staff and the individuals supported remain in place. Protocols, records, systems of inspection and risk assessments continue to be utilised to control safeguarding risks. While generally based from home staff are now routinely visiting people in care homes and at home so are in a much better position to pick up on wider issues and concerns that may result in safeguarding concerns - these wider issues are not always identified on phone or video calls. The COVID baseline programme is underway for all care home residents, social care staff and vulnerable over 65s. This will further protect staff teams and vulnerable users of services. Safeguarding Lead is now in post who is reviewing the LA safeguarding compliance and processes to ensure maximum effectiveness.
Living Well	10	Increased demand for services due to demographic changes - Tameside is unable to meet the needs of its ageing population and young people with increasingly complex needs transitioning into Adult Services requiring significant savings to be made, or reductions in levels of dependency, to manage rising levels of demand and cost.	Overstressing and overstressing of staff due to increased demand, following cuts in Adults and other service areas. Changes to eligibility criteria to 'tailor' services may result in reduction of care and support for some, which may have a detrimental effect on health and wellbeing of service users.	Social Legislative Economic Political	4	4	16	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 Buterworth	Sandra Whitehead	ASC continues to understand current and future demand for services. Improved systems and linkages with Children's Services through the Preparing for Adulthood Lead will ensure that there is good quality intelligence to inform future budget setting, identifying pressures and the type and level of accommodation and local services that are required. This work is underway and is being well supported by Finance colleagues. Regardless of the level of planning and development of services, there are expensive placements costs that will place pressure on budgets e.g. a new care package will become the responsibility of ASC in March 2022 at a cost of £13,000 per week. Care home placements and home care requirements are demand led, so as the complexity of demand increases, so does the cost of formal interventions.
Corporate Support and Enabling Services	11	The inconsistent application of information standards and controls could result in significant, unauthorised disclosure of personal and/or special category data.	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 any associated financial implications.	Legislative	5	5	25	Information Governance Framework on the Staff Portal. Documents are currently being updated and a refreshed webpage being created. Guidance available from Information Governance Team, Legal and Executive support for FOIs and SARs. Mandatory training delivered in 2020 and 2021 relating to data protection and cyber security. DPA's undertaken and reviewed for new systems/processes involving personal data. Support from IT Services to assess supplier/contract risks in relation to new projects. Information Governance Group chaired by the DPO and Information Champions Group meeting every 2 months. IG Work Plan in place and being monitored. Well established process in place for responding to potential data breaches. Email Retention Policy in place. Records Manager in place. IG Newsletter to be reinstated.	Effective	4	4	16	⇒	Sandra Stewart / Kathy Roe	Wendy Poole	The Information Governance Framework renamed as the Data Protection/Information Governance Framework is currently being reviewed and updated to reflect best practice. Documents approved by the Audit Panel are currently being updated to a new website for dissemination. Work is ongoing with IT Services to review the culturally based policies and procedures. The outcome of the Work Group project will impact on these documents as decisions are made about future working models.
Corporate Support and Enabling Services	12	Ineffective procurement and contract monitoring - Procurement does not deliver value for money and is not conducted in line with best practice. POs and 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.	Economic, Legislative	4	3	12	New shared service arrangement with STAR procurement, bringing professionally qualified procurement staff into the organisation. Procurement Standing Orders and guidance notes, being rewritten and updated through the consultation in May 2019. Following consultation changes full training will be rolled out. Internal Audit. Waivers Reports have to be approved by Finance and Legal, and reported on to SLT. Development and maintenance of contracts register, detailed spend analysis pointing to supplier efficiency and relevant market development, and allowing the proactive procurement of tenders. Strategic Commissioning Function established with TMBC and CCC.	Effective	3	3	9	⇒	Kathy Roe	Caroline Barlow	The relationship with STAR procurement and the Council continues to embed and as this relationship develops the likelihood that contracts are let out of contract procedure rules and the risks of not achieving Value for Money continues to reduce.
Great Place Inclusive Growth	13	Tameside is unable to exploit growth opportunities and this has a detriment to residents, local businesses and the borough's future prosperity.	Reduced income due to reduction in Council Tax and NNDR payments. Increased potential for fraud. Less grant money available for critical infrastructure, employment, skills and business support. Increased claims for benefit and debt/borrowing assistance. Businesses fold and Tameside becomes less attractive to potential investors. Reduced capital receipts. Brexit could affect the ability for us to be a thriving, prosperous economy.	Economic	4	5	20	Robust monitoring and implementation of appropriate measures led by the Place Directorate. Influence Local Industrial Strategy, refreshed our economic evidence base and produced an Inclusive Growth Strategy and the implementation of this economic growth plan. Attendance at GMCA Meetings, the establishment of an Inclusive Growth Board in Tameside and continue to develop relationships between the business community and the Council. Proactive engagement with the GM Growth Company and wider Government Departments and Bodies. Relevant governance and key decision making process in place.	Effective	3	4	12	⇒	Ian Saxon	Gregg Stott	There is continued push on taking forward key strategic sites and town centres working with landowners and the private sector. These future developments will seek to address and provide appropriate provision (including rehousing) and one which will seek flexibility and ability to the changing market. There have been recent success in attracting funding to undertake key investment/development studies and these will continue. In addition there is an expectation of further announcements at Budget around the Levelling Up Fund and UK Shared Prosperity Funding programmes with further detail to follow.
Starting Well	14	Implementation of a GM Integrated Care System may increase the operational and financial risks of the Council whilst the priorities agreed are implemented to improve outcomes for our public whilst creating a more sustainable future for the organisation.		Economic, Stakeholders	5	5	25	Until the proposed legislation is passed through Parliament, it is difficult to evaluate the risks ahead. As further clarity is received on the GM Integrated Care System, risks will be identified, evaluated and reported in accordance with the joint principles agreed across the place based leadership model.	Partially effective	4	4	16	⇒	Steven Pleasant	Single Leadership Team	All localities have responded to 6 questions on the development of their local place based model. Sir Richard Leese has been appointed as Chair Designate of the Integrated Care Board (ICB). Work is underway on first draft of overarching GM CCS operating model. Latest ICS State of Readiness plans submitted to NHS England/NHS Improvement.
Living Well																
Ageing Well																
Great Place Inclusive Growth	15	Vision Tameside is not completed on time and in budget and associated leases and service agreements are not finalised in a timely manner.	Increased costs and delays to the building completion. Reputational risks and impact on key partners e.g. Wilkinson's, College and DWP.	Economic	5	3	15	The LEP entered into an Early Works Agreement with Robertson Construction. Executive Cabinet approved the completion plan on 20 June 2018 with additional £3.4 million funding. Project Board overseeing delivery with Director of Neighbourhoods as SRC. Additional project assurance provided by Cuthman & Wakefield (C&W) (Independent Client Adviser) and Sater Cooper (Critical Friend). Robust early warning and authority notice of variation procedure implemented and monitored closely. All costs verified and / or challenged by C&W. Final programme and Cost to Complete reviewed on a regular basis.	Effective	5	2	10	↓	Ian Saxon	Paul Smith	Citizens Advice Bureau being re-tendered. DWP have raised further queries on charges. College lease agreed and awaits completion. Wilkinson's lease in place.
Great Place Inclusive Growth	16	Failure to provide an appropriate Civil Contingencies response to an incident of emergency affecting the community or the Council, including the risks relating to extreme weather conditions or a climate change or in response to the current COVID-19 pandemic.	Loss of accommodation, key staff, IT services, records/information, equipment and key dependencies affecting normal (Business as Usual) service delivery. Unable to supply the legally required and identified emergency level of services 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. Public concern.	Social	4	5	20	Emergency Plan, Community Risk Register, Statutory Duties, Director on Call and Forward Incident Officers in place. 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. Business Continuity Plans in place. Following a report to SLT in July 2018 an action plan is now in place to refresh/improve business continuity across the Council. Workshops have been held to pilot the revised template and this has now been circulated to all SLT/MDA. Moorland Fires and other incidents/extreme weather events have demonstrated the effectiveness of the plans.	Partially effective	4	2	8	⇒	Ian Saxon Kathy Roe	Enma Varnam Mike Ganey Wendy Poole	GM authorities continue to meet weekly. Strategic Co-ordinating Group and a Tactical Co-ordinating Group supported by the Local Resilience Forum - the processes and support are well documented and the mutual aid support arrangements have been tested. The Flood resilience plan is being reviewed in all GM authorities and a terms of reference between LUJ and the Environment Agency has been viewed and accepted by the GMCA.
Great Place Inclusive Growth	17	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.	Economic, Social, Stakeholders	4	4	16	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 TIGM bids are put in as AGMA collectively so that GM gets it share.	Effective	3	4	12	↓	Single Leadership Team	Senior Management Group	The borough is still enduring the impact of the pandemic and this has impacted on our strategies for strategic growth both for businesses and homes, although progress continues on the development of the Godley Green Garden Village. The impact of the Government's Levelling Up Agenda is still not clear and no material benefits have emerged to date. We await further details from the Government in relation to its wider Levelling Up ambition.
Starting Well	18	Failure to ensure there are sufficient high quality school places (including specialist) and that all children all have fair access to our schools.	It is a core statutory requirement to provide sufficient school places, but with limited powers to make this happen as the Council cannot open a new school so depends upon other school expansions or free school applications.	Political, Legislative	5	4	20	Additional capacity in the Capital delivery team has been sought and improved reporting to elected members via SCMP. An officer programme group is also in place.	Partially effective	4	3	12	↓	Richard Hancock	Tim Bowman	High quality collaborative work with school leaders is supporting plans to increase places in specialist and secondary provision. Whilst we continue to meet parental preferences for mainstream places, there are significant demands for specialist places. Capacity challenges within capital delivery teams remain.

Corporate Support and Enabling Services	19	Pension Fund investments do not provide the appropriate/anticipated level of assets to meet liabilities.	Increased employer costs. Reputational damage to the Fund and overall stakeholder concern.	Economic, Social, Stakeholders	5	3	15	Investment strategy reviewed annually and incorporates a review of the risks and opportunities from climate change. Fund performance is presented to the Management Panel on a quarterly basis. GMPF appoints an investment consultant that advises on strategy and four external advisors to the Management Panel who input into strategy review. Individual employer investment strategies are considered where appropriate reflect different employer risk profiles. Short and medium term liquidity requirements considered within the annual review of Investment Strategy. Day to day liquidity monitored on a weekly basis.	Effective	4	1	4	⇒	Sandra Stewart	Tom Harrington Paddy Dowdall	Updated fund risk register presented to September 2021 management panel and local boards
Great Place Inclusive Growth	20	The lack of an up to date strategic planning framework and associated local policies to manage development in Tameside.	Potential for developers bringing forward planning applications outside of the framework.	Social	4	4	16	Through the joint Places for Everyone Development Plan Document and a Local Plan for Tameside, progressed in accordance with statutory legal requirements, the National Planning Policy Framework, other material planning guidance and the timescales set out within the Council's Local Development Scheme.	Effective	4	2	8	⇒	Ian Saxon	Nick Fenwick	The GM Spatial Framework is no longer being taken forward as a joint Development Plan Document following the withdrawal by Stockport MBC. However, the remaining 9 Council Leaders have agreed to progress a Development Plan Document (DPD) named, 'Places for Everyone'. All 9 Councils have since progressed reports through their respective organisations detailing next steps, including the establishment of a committee to prepare a joint DPD and to consult on the plan. The plan has since been published for a period of consultation from 9 August to 3 October 2021. Representations received will subsequently be assessed and documents prepared to support submission of the Plan to the Secretary of State early in 2022 as set out within the Council's Local Development Scheme. The DPD enables Tameside Council to meet the Government's requirements for local authorities to have up to date Local Plans in place by Dec 2023. The scope and detail of individual Council Local Plans is the subject of Government's current planning reforms. The full details are still awaited and primary legislation still to be put in place, however in the interim, commencement on initial stages or preparing an Issues and Options Local Plan has begun.
Corporate Support and Enabling Services	21	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	Economic	4	4	16	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 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	3	9	⇩	Kathy Roe	Caroline Barlow Wendy Poole	Fraud figures in general across the Council are fairly low as controls are in place across services to reduce the likelihood of fraud. External Fraud in relation to Grants and other benefits paid has increased notably however, learning is shared and improvements made in processes to prevent further occurrences.
Living Well	22	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.	Social	3	5	15	The new Community Safety Partnership and sub groups are established. With regular session and performance monitoring through THP 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	⇒	Ian Saxon	Emma Varnam	The IAG continues to do excellent work - meeting regularly and addressing key issues with community groups across the borough. A new Community Cohesion report has been drafted and presented to the Inequalities Reference Group and a metric and actions will be monitored quarterly.
Corporate Support and Enabling Services	23	ICT technical vulnerabilities lead to cyber attacks/exploitation of ICT infrastructure or behavioural vulnerabilities lead to misuse of ICT equipment and the potential loss or destruction of data.	A major cyber incident such as a ransomware attack would have a massive impact on the Council and services ability to undertake their day jobs. Other cyber risks included the risk of data breaches leading to loss of information and associated financial risks from ICO as well as reputational risks should such incident occur.	Political, Technological	5	5	25	The Council agreed its first Cyber Security Strategy in Oct 2020. The associated action plan has led to a significant investment and improvements in the physical security measures and controls that keep the Council's digital assets safe. Changes to password complexity, the introduction of Multi-Factor Authentication are amongst a raft of recent changes aimed to reduce the risk of a cyber incident and the impact should one occur.	Partially effective	4	4	16	⇒	Kathy Roe	Tim Rainey	Whilst the prevalence and risk of cyber incidents continues to rise globally, we are continuing to improve both the technology we have in place to keep our digital assets safe, as well as introduce controls and measures to manage the risk and mitigate the impact should an incident occur. Additional resources are required to enable proactive threat management and not the current reactive situation. The new Data Centre is currently being commissioned and once complete and fully operational in late Autumn, the focus will move to bringing the new Disaster Recovery facility on-line in the early New Year.