

<b>Report to:</b>	<b>AUDIT PANEL</b>
<b>Date:</b>	26 July 2022
<b>Reporting Officer:</b>	Kathy Roe - Director of Finance Martin Nixon – Risk, Insurance and Information Governance Manager
<b>Subject:</b>	<b>CORPORATE RISK REGISTER REVIEW</b>
<b>Report Summary:</b>	To present the Corporate Risk Register detailed at <b>Appendix 1</b> for comment and approval.
<b>Recommendations:</b>	Members consider and approve the Corporate Risk Register attached at <b>Appendix 1</b> .
<b>Corporate Plan:</b>	Managing risks will enable the Council to deliver services safely and in an informed manner to achieve the best possible outcomes for residents.
<b>Policy Implications:</b>	Effective risk management supports the achievement of Council objectives and demonstrates a commitment to high standards of corporate governance.
<b>Financial Implications:</b> (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	Effective risk management assists in safeguarding assets, ensuring the best use of resources and the effective delivery of services. It also helps to keep insurance premiums and compensation payments to a minimum.
<b>Legal Implications:</b> (Authorised by the Borough Solicitor)	The Council has a statutory responsibility to have in place arrangements for managing risks, as stated in the Accounts and Audit Regulations 2015 (amended 2016):  'A relevant authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk'. Regularly reviewing the Council's arrangements for risk and updating them as needed ensures that the Council is managing its statutory responsibility.  This report is aimed at addressing the requirement that the Council achieves its strategic aims and operates its business, under general principles of good governance and that it identifies risks which threaten its ability to be legally compliant and operate within the confines of the legislative framework.
<b>Risk Management:</b>	Failure to manage risks will impact on service delivery, the achievement of objectives and the Council's Medium Term Financial Plan.
<b>Access to Information:</b>	The background papers relating to this report can be inspected by contacting Martin Nixon, Risk, Insurance and Information Governance Manager.



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## 1. INTRODUCTION

- 1.1 The report presents the revised and updated Corporate Risk Register for comment, challenge and approval. The report was presented to the Senior Leadership Team on 12 July 2022 and was updated in response to any comments received.

## 2. WHAT IS RISK MANAGEMENT?

- 2.1 Risk Management is the process of identifying risks, evaluating their likelihood and potential impact and determining the most effective methods of controlling them or responding to them. It is a means of maximising opportunities and minimising the costs and disruption to the organisation caused by undesired events.
- 2.2 Corporate Risks are potential barriers to the Council achieving its priorities and have the potential to disrupt large parts of our service.

## 3. CORPORATE RISK REGISTER

- 3.1 The Corporate Risk Register is attached at **Appendix 1**. It details the risk scores evaluated both in February 2022 and July 2022.
- 3.2 Risk owners (responsible Assistant Directors or Service Unit Managers) have assisted the Risk, Insurance and Information Governance Manager to review the Corporate Risks they have responsibility for. Review comments are included the risk register under Appendix 1 alongside each risk.
- 3.3 The reduced prevalence of Covid infection has eased further the level of disruption in the community and to service delivery. The risk score has increased in respect of Risk 1 (Medium Term Financial Plan) since last reported in February 2022, and scores have reduced in respect of Risk 3 (Adults; Local Care Home Market), Risk 7 (Health and Safety management system), Risk 8 (Coronavirus impact), Risk 15 (Vision Tameside) and Risk 21 (Prevention of fraud).

Risk 9 (Vulnerable adults are put at risk due to reduced service availability) will be managed as part of the service delivery considerations under Risk 8 (Coronavirus impact) for future Corporate register reviews. 3 new risks have been added to the register – Risk 24 (Insufficient funding to deliver entirety of ASC reform programme) has been brought in by Adults, Risk 25 (Delivery of services put at risk due to inability to recruit the required workforce) has been added as a Council-wide issue, and Risk 26 (Delivery of Place-based initiatives) identifies pressures under the Place directorate. These additions and deletions are included in the summary of key developments under item 3.4 below.

Following inclusion of the various changes there is an increased number of 8 Red risks across the register, in comparison to 7 in the last quarter. Current risk scores are displayed in the 'heat map' comparisons provided under item 3.5 below.

- 3.4 The key developments in the risk register following review in June are summarised below.

Risk	Comment	Risk Rating Feb 2022	Risk Rating June 2022
1	<p><b>Finance: Risk the Council is unable to deliver it's Medium Term Financial Plan</b></p> <p>Since the budget was set in February 2022 we are now operating in a very different economic climate. The very high level of inflation is expected to result in an adverse budget position. The position requires an unrelenting focus on achieving value for money in all areas as well as a focus on transformation of services.</p>	20	25
5	<p><b>Children's: Failing to protect vulnerable children - Vulnerable children are put at risk due to poor systems/processes and reduced service provision.</b></p> <p>Ofsted undertook a Focused Visit on the 27 - 28 April on the Front Door, which looked at Early Help, MASH and Duty &amp; Assessment Teams. Ofsted have set 2 priority actions, for which a new Improvement Plan has been developed. A newly formed elected members Scrutiny Committee will contribute towards the monitoring of the plan.</p>	15	15
8	<p><b>Population Health: Negative impact of Coronavirus on health and wellbeing objectives.</b></p> <p>Level of disruption due to Covid-19 impact and measures has reduced in due to the changes in policy as part of the Living With Covid Strategy, and the reduced prevalence of infection in the community. There remains a high indirect impact, particularly in education and the health and social care system, where there continues to be service pressures on the back of the pandemic.</p>	20	15
9	<p><b>Vulnerable adults are put at risk due to reduced service availability, this is further compounded by the long term impacts of the pandemic eg: rise in poor health, rise in self-neglect.</b></p> <p>Staff are now routinely visiting people in care homes and at home so are in a better position to pick up on issues that may result in safeguarding concerns.</p>	9	To be considered under Risk 8 going forward.

Risk	Comment	Risk Rating Feb 2022	Risk Rating June 2022
14	<p><b>Implementation of a GM Integrated Care System may increase the operational and financial risks of the Council and may delay progress in implementing local health strategies.</b></p> <p>The Board including the Executive team of the Greater Manchester ICS is now largely in place. Tameside have confirmed the Place Based Lead as the Chief Executive and are working with GM ICS to identify other key leadership roles. Financial arrangements are in the process of being clarified.</p>	12	12
15	<p><b>Vision Tameside is not completed on time and in budget and associated leases and service agreements are not finalised in a timely manner.</b></p> <p>Citizens Advice Bureau lease with solicitors. DWP queries in relation to the proposed service charge arrangements are in the process of being resolved. The lease to Tameside College is all agreed and pending completion. A revised programme of void works has been agreed with the College.</p>	10	Risk Expired

24	<b>Insufficient funding to be able to deliver entirety of ASC reform programme within timescales and quality, including the Fair Cost of Care.</b> The White Paper requires delivery of the fair cost of care and the cap on care, and in Tameside there is a desire to deliver the real living wage. This would ease the pressure on the care market, however, there will be financial impacts to the Council.	New Risk	16
25	<b>Delivery of services across the Council put at risk due to Inability to recruit the required workforce.</b> Adults continue to work closely with HR to recruit and retain staff across all levels, including a rolling recruitment programme for key statutory functions, development of existing staff, and the Apprenticeship Scheme.	New Risk	12
26	<b>The Council fails to deliver on a range of Place based initiatives including growth, regeneration and commercial opportunities.</b> Options to deliver the programmes in a timely manner are being progressed including delivery teams and to undertake appropriate levels of consultation and engagement.	New Risk	16

3.5 The Corporate risk scores are summarised in the risk heat maps below:-

**Heat Map 1 – February 2022 (23 Risks)**

		Impact level				
		Insignificant (1)	Minor (2)	Medium (3)	Major (4)	Major Disaster (5)
<b>Likelihood</b>						
<b>Almost Certain</b> (5)					1	
<b>Very likely</b> (4)			4		4	1
<b>Likely</b> (3)				3	3	1
<b>Unlikely</b> (2)				1	3	1
<b>Very Low</b> (1)					1	

**Heat Map 2 – June 2022 (24 Risks)**

		Impact level				
		Insignificant (1)	Minor (2)	Medium (3)	Major (4)	Major Disaster (5)
<b>Likelihood</b>						
<b>Almost Certain</b> (5)						1
<b>Very likely</b> (4)				3	5	
<b>Likely</b> (3)				3	5	2
<b>Unlikely</b> (2)				1	2	
<b>Very Low</b> (1)					2	

**4. RECOMMENDATIONS**

4.1 As set out on the front of the report.