

Corporate Plan Theme	Risk No.	Risk Description	Residual Impact score	Residual Likelihood score	Residual Risk rating (Impact x Likelihood) February 2022	Residual Impact score	Residual Likelihood score	Residual Risk rating (Impact x Likelihood) June 2022	Direction of Travel	Risk Owner (Director)	Responsible AD/SUM	Updated position and other comments
Starting Well	1	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.	5	4	20	5	5	25	↑	Kathy Roe	Caroline Barlow	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. CPI rose by 7% in the 12 months to March 2022, and is continuing to rise, moving in some areas into double digits. Analysts expect this to continue with the risk that the economy is moving into recession. Increased energy costs have already hit and further inflationary pressures are expected to follow. The position within demand led services continues to be very difficult, particularly with the residual impact of the Covid-29 pandemic. In addition, the Council has challenging savings targets and needs to evidence unrelenting effective and sustained progress in all these savings areas without which the revenue position will deteriorate further. The position remains very challenging and requires an unrelenting focus on achieving value for money in all areas as well as a focus on transformation of services.
Living Well												
Ageing Well												
Great Place Inclusive Growth												
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.	3	4	12	3	4	12	→	Kathy Roe	Colin Skoyles	Deployment of Office 365 is underway. Teams Meeting mode was completed in April, Teams Voice will complete in July, Sharepoint sites and Teams Champions are underway. Board/Cabinet approval of additional resource for roll out and support of Office 365 has been provided. Planned work continues to support further deployment of the Office 365 product suite.
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.	4	4	16	4	3	12	↓	Stephanie Butterworth	Tracey Harrison	The care market is currently under significant pressure. There is a national workforce shortage and we are seeing the impact of this locally. For example there are challenges to find care packages without significant waiting times. Providers are raising concerns about their ability to sustain services at the current fee levels. 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. Work is ongoing to recruit additional staff across the system to ensure there is capacity to act as 'provider of last resort' - recruitment is proving difficult.
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.	3	3	9	3	3	9	→	Nick Fenwick	Lindsay Johnson	The rationalisation strategy in relation to the Council's operational buildings is being revisited in light emerging priorities, such as the Children's Transformation journey. However, it is anticipated that alternative revenue savings (and in some cases capital receipts) will be achieved elsewhere across the Council's estate.
Starting Well	5	Failing to protect vulnerable children - Vulnerable children are put at risk due to poor systems/processes and reduced service provision.	5	3	15	5	3	15	→	Alison Stathers-Tracey	Tony Decrop	Ofsted undertook a Focused Visit on the 27th and 28th April on the Front Door, which looked at Early Help, MASH and Duty & Assessment Teams. Whilst they found positive examples of practice in Early Help & MASH, they were concerned that progress was not being made quickly enough or are working arrangements with the police in child protection investigations and gave Tameside 2 priority actions. A new Improvement Plan has been developed which has been shared with Ofsted - this will be monitored by a Revised Improvement Board and will be further monitored by a newly formed elected members Scrutiny Committee

Starting Well	6	Failure to ensure effective services (ILACS, 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	4	4	16	4	4	16	➡	Alison Stathers-Tracey	Tim Bowman	This risk remains high. Tameside has now received a SEND inspection and is required to produce a written statement of action. 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.	4	2	8	4	1	4	⬇	Nick Fenwick	Sharon Smith	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 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.	5	4	20	5	3	15	⬇	Debbie Watson	James Mallion	Level of disruption due to Covid-19 impact and measures has reduced in recent months due to the changes in policy as part of the government's Living With Covid Strategy, and due to the reduced prevalence of infection in the community. There remains a high ongoing indirect impact due to the disruption caused by previous waves of the pandemic and measures put in place. This is particularly the case in education, and the health and social care system, where there continue to be service pressures on the back of the pandemic. There continue to be some pressures in certain sectors such as healthcare and adult social care, where measures such as strict IPC controls and regular testing are still required. This continues to have impacts such as ongoing outbreaks in care homes, though at a lower level than seen previously. There remains a high likelihood of an escalation of the Covid-19 situation if there is a future surge in infections, particularly heading into the autumn/winter period, alongside other seasonal challenges such as influenza. There may also be major impacts of escalations including further localised outbreaks (eg. care homes), service & staffing disruption, and the need to rapidly stand up operational responses including rapid Covid-19 booster vaccinations. The Covid-19 vaccination programme continues, with an autumn booster programme for certain groups highly likely.
Ageing Well	9	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.	3	3	9	3	3	9	➡	Stephanie Butterworth	Tracey Harrison	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 booster programme is underway for all care home residents, social care staff and vulnerable over 50s. 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. <b>June 22 - This Risk to be included under Risk 8 for future reviews.</b>
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. This is against a backdrop of ongoing budget pressures and increased impact from pandemic such as widening health inequalities.	4	3	12	4	3	12	➡	Stephanie Butterworth	Tracey Harrison	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 has 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. High level plan for implementation of the white paper in place April 2022.
Corporate Support and Enabling Services	11	The inconsistent application of information standards and controls could result in a significant, unauthorised disclosure of personal and/or special category data.	4	4	16	4	4	16	➡	Sandra Stewart / Kathy Roe	Christine Weston	Work is ongoing with IT Services to review the technological based policies and procedures, although the progress has been delayed due to the departure of the Assistant Director of Digital Service and the appointment of a replacement interim Director of Digital Services. The Work Smart Project and the production of Team Charters outlining the hybrid working models adopted by services will need to be reflected in the framework documents.  Mandatory Training (Data Confident and Cyber Ninjas) was rolled out in 2021 and the Information Governance Team is currently working with the service provider and Training and Organisational Development, to upload and assess the refreshed courses for 2022.  The Cyber Ninja course and an appropriate data protection course will be made available for members.

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, PSOs and legislation. The strategic focus on commissioning is less effective due to a lack of skills and capacity to drive the change in culture.	3	3	9	3	3	9	⇒	Kathy Roe	Caroline Barlow	The number of contracts in place within the Council that have been awarded outside of contract procedure rules has continued to reduce and the risks of not achieving Value for Money or being legally compliant has also continued to reduce. Officers have worked with STAR and agreed an updated and streamlined set of contract procedure rules which are currently going through the Council's governance. These amended CPRs will improve timeliness of procurement activity. STAR have experienced a number of procurement vacancies that have proved difficult to fill and this has created operational challenges. There are a number of new procurement officers now in post.
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.	3	4	12	3	4	12	⇒	Nick Fenwick	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 repurposing) 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 and may delay our progress in implementing local strategies to improve population health outcomes.	4	3	12	4	3	12	⇒	Sandra Stewart	Single Leadership Team	The Board including the Executive team of the Greater Manchester ICS is now largely in place. This has clarified continued desire for integrated health and social care leadership. 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.
Living Well												
Ageing Well												
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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.	5	2	10	4	2	8	↓	Nick Fenwick	Lindsay Johnson	Citizens Advice Bureau lease with solicitors. DWP have raised further queries in relation to the proposed service charge arrangements which 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. Wilkinsons lease in place. Cash Box lease in place. <b>July 22 - Risk Expired</b>
Great Place Inclusive Growth	16	Failure to provide an appropriate Civil Contingencies response to an incident or emergency affecting the community or the Council, including the risks relating to extreme weather conditions due to climate change or in response to the current COVID-19 pandemic.	4	2	8	4	2	8	⇒	Nick Fenwick Kathy Roe	Emma Varnam Mike Gurney Christine Weston	The Chief Officers Group continue to meet monthly and a review of Civil Contingencies and training plan is in progress within GMCA. 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 UU and the Environment Agency has been viewed and accepted by the GMCA. Business Continuity will be addressed once services have determined the delivery model in terms of hybrid working.
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.	3	4	12	3	4	12	⇒	Single Leadership Team	Senior Management Group	The borough (as with every other area) has been materially impacted by the COVID pandemic, although progress continues on the development of its key town centres and major developments including Godley Green Garden Village. Whilst the Government's Levelling Up Fund (LUF) White Paper has only very recently been announced there is still little detail or clarification at this point. That said TMBC was successful within the initial 1st bidding round of LUF and secured £19.87m of Government funding towards Ashton Town Centre. In addition to LUF, TMBC has been successful in securing significant sums of other funding including that from across a range of Governmental Departments and Agencies for investment, development, housing and Place. Whilst we await further detail on the LUF agenda and other key programmes such as the UK Shared Prosperity Fund, TMBC will continue to engage and participate at the GM level and ensure the borough is best placed to secure future benefits for the borough.

Starting Well	18	Failure to ensure there are sufficient high quality school places (including specialist places and early years provision) and that children all have fair access to our schools.	4	3	12	4	3	12	➡	Alison Stathers-Tracey	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.	4	1	4	4	1	4	➡	Sandra Stewart	Tom Harrington Paddy Dowdall	Updated fund risk register presented to Local Pensions Board on 7 April 2022. GMPF assessment of risk regarding strategic allocation of assets to underpin liabilities unchanged, with current controls evaluated as effective. The war in Ukraine is noted in the report as having an impact on this risk, although direct exposure to Russian or Ukrainian issued securities is very limited and Fund Managers are noted as assessing the risks.
Great Place Inclusive Growth	20	The lack of an up to date strategic planning framework and associated local policies to manage development in Tameside.	4	2	8	4	2	8	➡	Nick Fenwick	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. The Plan was intended to be submitted to the Secretary of State in February 2022. 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.	3	4	12	3	3	9	⬇	Kathy Roe	Caroline Barlow Wendy Poole	The number of external frauds in relation to Grants and other benefits has reduced, as the learning from processing earlier grants has paid dividends in both the application and assessment processes. Corporate fraud documentation is being reviewed and once approved it will be linked to FraudAwareness Training for Managers and Staff.
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.	3	2	6	3	2	6	➡	Nick Fenwick	Emma Varnam	A new Community Safety Strategy is in place. 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'.	4	4	16	4	4	16	➡	Kathy Roe	Colin Skoyles	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. Board/Cabinet approval of additional resource has been approved. Full cyber review is underway, aligned to the SOCITM investment and recommendations. Working alongside the ICFT to review possible shared investment in monitoring technologies or sole investment to provide TMBC with proactive monitoring of systems and services.
Ageing Well	24	Insufficient funding to be able to deliver entirety of ASC reform programme within timescales and quality, including the Fair Cost of Care.			0	4	4	16	New Risk	Stephanie Buttenworth	Tracey Harrison	An ASC Transformation Programme has been set up to track, monitor and report against progress of the Reform, LPS and any changes that impact the delivery of ASC duties and responsibilities, with a key focus on improving outcomes for local people. Members of the Adults Leadership Team and support services across the council are involved in working groups locally, nationally and regionally to keep abreast of developments and informing the local model. 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 (RLW). This would aid the care market which is significantly under pressure, however, there will be financial impacts to the council.