

Corporate Plan Theme	Risk No.	Risk Description	Residual Impact score	Residual Likelihood score	Residual Risk rating (Impact x Likelihood) Sept 2022	Residual Impact score	Residual Likelihood score	Residual Risk rating (Impact x Likelihood) Nov 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	5	25	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 creating significant overspends against a range of services. CPI 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-19 pandemic. In addition, the Council has challenging savings targets and needs to evidence effective and sustained progress in all these savings areas without which the revenue position will deteriorate further. Period 6 monthly monitoring has just been completed showing a £8.2m overspend. There is urgent and unrelenting work with Directorates to identify options for budget reductions. M4
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	3	12	4	4	16	↑	Stephanie Butterworth	Tracey Harrison	<p>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.</p> <p>Cost of living increases are impacting on the ability of staff to remain working in the sector – providers are competing with seasonal retail and hospitality work, which is better paid.</p> <p>Providers are seriously considering both their financial viability and ability to attract staff following the loss of additional Covid funding which ceased on 31 March 2022. Providers are also being hit significantly by the rising cost of mortgages.</p> <p>Given the fragility of the market, there is an increased likelihood of the local authority needing to seriously consider being a 'provider of last resort', and so work is ongoing to recruit staff to provide this capacity.</p>
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	⇒	Julian Jackson	Lindsay Johnson	<p>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.</p> <p>New proposals regarding a rationalisation of the Council's estate are in progress, with mitigations to address previously undelivered savings to be developed.</p>
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. A written notice of improvement has been received from the DiE in addition to the 2 priority actions received following the visit. The Improvement Board continues to meet to monitor the new improvement plan. The DiE Advisor is now an appointed position within the Service and will chair the Improvement Board going forward. The Children's Scrutiny Committee has had its first meeting. Further meetings have been timetabled for the remainder of the year, with a work programme agreed.

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	1	4	4	1	4	⇒	Julian Jackson	Sharon Smith	Risk assessments are continuously reviewed. The Health and Safety Team are carrying out Service Audits to ensure that appropriate Safety Management systems are being applied. Significant work was completed during lockdown around stress. 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. Health and safety is discussed and reported on at Directorate meetings, at the Corporate Health & Safety Group and will be reported on quarterly basis to the Employment Consultation Group
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	3	15	5	3	15	⇒	Debbie Watson	James Mallion	Level of disruption due to Covid-19 impact and measures has reduced in recent months due to changes in policy as part of the government's Living With Covid Strategy, and due to 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. Pressures in healthcare and adult social care include measures such as strict IPC controls and outbreak response. Outbreaks in care homes are at a lower level than seen previously. There continue to be unpredictable waves of infection including a spike in July 2022 which has since reduced. There remains a high likelihood of a future surge in infections, particularly heading into the autumn/winter period, alongside other seasonal challenges such as influenza. Impacts of escalations could include localised outbreaks (eg. care homes), service & staffing disruption, and the rapid stand up of operational responses such as Covid-19 booster vaccinations. An autumn booster vaccination programme for all over-50s, vulnerable groups and front line health and social care staff is due to commence, in line with another year of expanded flu vaccination eligibility.
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 back drop 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 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. A high level plan for implementation of the white paper is in place from April 2022. Modelling work on future demand and anticipated reform changes has formed the basis of a report to Exec Cabinet at the end of Sept 2022 - considering the capacity needed in ASC to ensure safe services and meeting statutory duties.
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. Cyber Ninjas training on Me Learning has recently been updated and is being rolled out again, with a mandatory requirement that all staff complete it by the end of October 2022. There will be an annual requirement for completion. The Cyber Ninjas 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 were approved at Council in Oct 2022. 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. Quarterly meetings are now scheduled in with key officers from the Council and STAR to improve working arrangements and resolve operational difficulties.
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	⇒	Julian Jackson	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	⇒	Steven Pleasant	Single Leadership Team	The Board including the Executive team of the Greater Manchester ICS is now 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 the Deputy Place-based Lead as Trish Cavanagh. Financial delegations are not yet finalised.
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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	⇒	Julian Jackson Kathy Roe	Emma Varnam Mike Gurney Christine Weston	The Chief Officers Group meet quarterly 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. Emergency planning and on-call training is being rolled out for officers in the Autumn of 2022. A new suite of Health and Safety training is being delivered for Tameside managers. 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 first 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.

Living Well	25	Delivery of services across the Council put at risk due to inability to recruit the required workforce.	4	3	12	4	3	12	⇒	Sandra Stewart	Tracy Brennand	There are rolling recruitment campaigns in place for key statutory functions. In Childrens and Adults the campaigns are supported by dedicated web pages, recruitment videos, updated Job adverts and information outlining the benefits of working for Tameside. The Apprenticeship levy and other opportunities to 'grow your own' are being used to promote, train and value people who wish to change careers but remain working for Tameside. A benchmarking exercise on key job roles is also underway to understand our competitive place in the market particularly for key professional roles.
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Starting Well	26	The risk that the Cost of Living crisis causes budget management pressures to Council Services, possible increases in community demand for health and social care services, and the detrimental effect to Tameside poverty levels and health.	5	3	15	5	3	15	⇒	TBA	TBA	The very high level of inflation is expected to result in an adverse budget position. 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. Exchequer have not seen an immediate impact on collection rates, but this situation will continue to be monitored during winter months. Concern also raised regarding public health impacts caused to those in fuel poverty who do not adequately heat their homes. Cold homes can potentially lead to a range of health conditions— including short term increase in respiratory and CVD issues in those already vulnerable.
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