

Corporate Plan Theme	Risk No.	Risk Description	Residual Impact score	Residual Likelihood score	Residual Risk rating (Impact x Likelihood) Nov 2022	Residual Impact score	Residual Likelihood score	Residual Risk rating (Impact x Likelihood) Feb 2023	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	⇒	Stuart Fair	Caroline Barlow	The financial climate is continuing to present very significant challenges and the Council continues to experience overspends across a range of budget areas, particularly across salary costs and utilities. The projected year end position is currently for the Council to overspend by approximately £2.5m, this will need to be funded by the utilisation of finite reserves. The Final Settlement for 23/24 has now been received. Whilst there is some additional funding, which is welcome, it is, by no means, sufficient to cover inflationary uplifts or increasing demand pressures within Adults and Children's. The budget for 23/24 will only be achieved by the achievement of £16m of savings across the directorates. Analysts expect the economy to narrowly avoid recession and for inflation to reduce somewhat but to continue at very high levels for 23/24 and beyond. A further 1 year settlement provides no reassurance that future financial settlements will improve the financial position. There remains urgent and unrelenting work with Directorates to deliver on options for budget reductions for 23/24 and to identify similar levels of savings for 24/25.
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	⇒	Stuart Fair	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.  Jan 23 - Score remains unchanged. A review is required of all systems across TMBC to understand available product set / maintenance and upgrade paths.
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	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.  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.  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.  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.
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	Vacant	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.  New proposals regarding a rationalisation of the Council's estate are in progress, with mitigations to address previously undelivered savings to be developed.
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. Further meetings of the Children's Scrutiny Committee are timetabled, with a work programme agreed. A DiE 6-month review took place on 17/01/23, for which the Service is currently awaiting outcomes.

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	Jane Sowerby	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	2	10	⬇	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 the health and social care system and care homes, 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 surge in infections over 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. The universal vaccination programme is ending with further seasonal boosters for specific groups likely going forward. A winter booster vaccination programme for all over-50s, vulnerable groups and front line health and social care staff has been delivered, 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 / Stuart Fair	Christine Weston	Work is required with IT Services to review the technological based policies and procedures. Cyber Ninjas training on Me Learning has recently been updated, with a mandatory requirement that all staff complete it. Deadline to be extended to the end of March 2023 for those not yet completed. There will be an annual requirement for completion. Appropriate cyber and data protection is to 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	⇒	Stuart Fair	Caroline Barlow	Contract Procedure Rules were updated and streamlined and approved at Council in Oct 2022. These amended CPRs are improving the timeliness of procurement activity. STAR have experienced a number of procurement vacancies, most of which have now been filled but there do remain a number of operational challenges. Quarterly meetings are now scheduled in with key officers from the Council and STAR to improve working arrangements and resolve operational difficulties. Compliance and Value for Money is improved but further work is needed on ensuring robust contract monitoring across the Council
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 a continued push on taking forward key strategic sites and town centres working with landowners and the private sector. There has been significant progress made with plans and programmes associated with these priorities, leveraging in external funding/investment. The pipeline in Tameside is strong and it will be imperative to continue the momentum. TMBC was successful in securing £20m Levelling Up Fund into Ashton and has also secured funding from other sources including GMCA, Homes England, DWP and other. Most recently, the Council successfully secured two rounds of funding from UKSPF for purposes of Place and growth. There is a strong pipeline for positioning key projects and programmes for other investment, although there is a growing pressure on resource and capacity - particularly within the competitive bidding environment of Governmental funding. It is important that TMBC retain the Place/Growth agenda as a priority and ensure the Borough are in the strongest position. The Council will continue to engage with all funding/investment opportunities working closely with the market.
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 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 discussion happen at each Strategic Partnership Board. A system-wide Tameside Finance Efficiency Group has been established.
Living Well												
Ageing Well												
Great Place Inclusive Growth												
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 / Stuart Fair	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 has been rolled out for officers in the Winter of 2023. A new suite of Health and Safety training is being delivered for Tameside managers. Business Continuity plans have been reviewed in response to Power outages across the Council functions. 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. TMBC continues to work directly with and in partnership with GMCA progressing forward the Devolution Trailblazer and other with Government. TMBC has been successful in securing initial first round bidding of Levelling Up Fund bringing in £19.87m towards Ashton Town Centre. As outlined above, TMBC has also been successful in securing other substantial funding and investment in to the Borough and continues to drive a strong pipeline across investment, development, housing and Place (including economy, employment, skills). Whilst there is a continued wait for details to be established around levelling up, devolution, funding and other, TMBC will continue to drive its Growth agenda and look to bring additionality to that from the GM & national level where possible. It is important TMBC continues to drive the Place agenda as a priority and work in partnership with the private sector and other stakeholders to achieve the maximum delivery and outcomes for the Borough. (Gregg Stott)

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	Jane Sowerby	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. We are working with colleagues in Place to mitigate capacity challenges within capital delivery teams heightened by the building of a new special school due to open in September 2024. A SEND Sufficiency Strategy is being developed - due to be completed September 2023. We are working closely with Place and Legal Services to address failings in the BMS Heating system. If this work can't be realised in the next three months, there could be a real and present danger of sustained school closure at GAA and Samuel Laycock. Legal Services is supporting work to bring the FM contract to a mutual close to enable the schools to undertake the repair work which can only be undertaken over the summer holidays.
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	The GMPF assessment of risk regarding strategic allocation of assets to underpin liabilities is unchanged, with current controls evaluated as effective. The updated Funding risk register was presented to the Local Pension Board on 19 January 2023.
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	⇒	Julian Jackson	Julian Jackson	Places for Everyone was submitted in February 2022 and is currently being examined. Hearing sessions are on-going and are scheduled up to April 2023. There may be a need for future hearing sessions. It is likely that should a plan be found sound it will be subject to a number of modifications and will require a further period of consultation for a minimum of 6 weeks. This is likely to be Autumn/Winter 2023 at the earliest and depends on the findings of the inspectors. Notwithstanding progress on Places for Everyone, there is still a need to progress a local plan to deal with issues local to Tameside. An integrated assessment is being undertaken at present and will be progressed in 2023. However, plan-making may be impacted by proposed changes to the planning system, the full details of which are awaited.
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	3	9	3	3	9	⇒	Stuart Fair	Caroline Barlow Christine Weston	An appropriate culture and risk awareness are currently in place. Corporate fraud policies and guidance has been/is being reviewed and once approved it will be linked to fraud awareness training for managers, staff and members. Financial Regulations, Procurement Standing Orders and Codes of Conduct are embedded within the organisation. Internal Audit review systems and controls ensuring that there are segregation of duties. An Annual Governance Statement is produced. Data matching exercises to detect fraud/error are undertaken on a regular basis in conjunction with the Cabinet office as part of the National Fraud Initiative.
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	⇒	Julian Jackson	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. The Prevent Steering Group meets bi-annual with mandatory training provided for all Council staff.
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	⇒	Stuart Fair	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.  Jan 23 - The risk remains unchanged. TMBC continue to employ systems that are no longer vendor support. End users and their devices also remains the soft underbelly of the TMBC cyber vulnerability as with all other organisations.

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.	4	4	16	4	4	16	⇒	Stephanie Butterworth	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. A Fair Cost of Care exercise was presented privately to Cabinet at the end of October.
Starting 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 Brennan	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. A refreshed childrens workforce strategy has been drafted for agreement by the improvement board in Spring 2023. 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. Specific Service area issues include difficulties in recruiting to Building Control due to private sector competition, and a potential impact on ICT service delivery due to a key vacancy placed on hold. A Workforce strategy to aid staff retention has been developed and rolled out to staff for consultation.
Living Well												
Ageing Well												
Great Place Inclusive Growth												
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 collection rates have not deteriorated to date, but this situation will continue to be monitored. 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. In Children's Social Care placement costs in 2023 are still under pressure, increased demand is monitored. Inflation and general market conditions is bringing significant implications for delivery of Growth projects. Costs of construction, supply of materials and workforce supply is a major issue and will therefore robust project management will be important to deliver projects within reduced budgets.
Living Well												
Ageing Well												
Great Place Inclusive Growth												