

Corporate Plan Theme	Risk No.	Risk Description	Impact Score	Likelihood score	Risk Rating (Impact/Likelihood) May 2020	Impact Score	Likelihood Score	Risk Rating October 20	Direction of Travel	Risk Owner (Director)	Responsible AD/SUM	October 2020 Review Comments
Starting Well	2	The Council is unable to deliver the Medium Term Financial Plan - Failure to deliver services within reduced 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	Tom Wilkinson	Robust monthly budget monitoring continues throughout the financial year. Financial pressures continue to be highest under Children's Social Care due to changes in the type and mix of placements. In addition a number of the 2019/20 and 2020/21 identified savings across the Council have not been achieved or have been delayed. Special Budget SLT and Board meetings were held in October to consider 2021/22 to 2025/26 Directorate budget proposals, from which a number of strategic savings priorities have been identified and project delivery panels have been established. There remains a sizeable gap to close, which has been compounded by the pandemic, delayed/non delivery of savings and an uncertain funding outlook.
Living Well												
Ageing Well												
Great Place Inclusive Growth												
Corporate Support and Enabling Services	3	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.	4	4	16	2	4	8	↓	Kathy Roe	Tim Rainey	The level of risk has reduced due to improvements such as the distribution of new laptops and conversion to Windows 10 for Council users.
Ageing Well	4	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	4	16	→	Stephanie Butterworth	Sandra Whitehead	The local care home market is experiencing costs associated with the Covid-19 pandemic Also statistics confirm care homes are operating at only 82% capacity (where it is known that 89% capacity required for the service providers to cover their costs). Adult Services are monitoring the situation and advanced contract payments have been made to assist where required. Uncertainty exists because the scheme of support for care homes from central government via the CCGs ends in November and there is no clarity about whether there is any level of support for care homes in the forthcoming months.
Great Place Inclusive Growth	5	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.	4	5	20	3	4	12	↓	Jayne Traverse	Paul Smith	Progress with the plan has been made since May . The integrated asset management plan is now in place, however, the strategic asset team are yet to be recruited. Also the requirement for the existing team to prioritise Covid-secure transformation and implementation of test and trace systems at buildings has reduced capacity.
Starting Well	6	Failing to protect vulnerable children - Vulnerable children are put at risk due to poor systems/processes and reduced service provision.	5	4	20	5	3	15	↓	Richard Hancock	Tracy Morris	Tameside's Safeguarding Children's Board and agreed procedures and guidance in place. Children's 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.
Starting Well	7	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	→	Richard Hancock	Tracy Morris	Although significant progress has been made to address the necessary improvements, the SEND service is considered fragile. Additional funding has been provided to respond to increases in demand, and a High Needs Review is being carried out and recovery plans are being submitted to the DfE.
Corporate Support and Enabling Services	8	Failure to effectively implement and monitor the effectiveness of a health and safety management system within the organisation.	5	4	20	4	3	12	↓	Ian Saxon	Sharon Smith	The pandemic has brought increased safety risks to the organisation but, through a process of risk assessment, control measures have been introduced to reduce that risk. Buildings which are open have been made Covid-secure, homeworkers have been provided with suitable equipment and training, PPE is provided where there is a virus risk, and schools have been supported in completion of risk assessments.
Living Well	9	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.			New risk wording	5	5	25	→	Jeanelle de Gruchy	Debbie Watson	Risk description updated to identify the key risk to achievement of the health and wellbeing objectives of the Population Health Directorate.
Ageing Well	10	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.	5	4	20	3	4	12	↓	Stephanie Butterworth	Sandra Whitehead	Adults have adjusted working practices to fit social-distancing restrictions and put in place mitigations to ensure safeguarding protection to vulnerable adults. Protocols, records, systems of inspection and risk assessments continue to be utilised to control safeguarding risks.
Living Well	11	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.	4	4	16	4	4	16	→	Stephanie Butterworth	Sandra Whitehead	The Covid-19 economic downturn is anticipated to cause increases in issues such as drug and alcohol abuse, mental health problems and poverty. Many of the consequences will not be realised until future years. The service to vulnerable adults is also subject to uncertainty surrounding 2021 funding. Ongoing work on a prevention strategy will reduce dependency on services.

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Corporate Support and Enabling Services	12	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	Wendy Poole	The transition of a high proportion of Tameside MBC staff to homeworking during the pandemic is perceived to have increased the risk level due to increased handling of data off-site. A further Homeworking policy is to be issued by February 2021 to provide guidance on safety, IT and information governance best practice.
Corporate Support and Enabling Services	13	Ineffective procurement and contract monitoring - Procurement does not deliver value for money and is not conducted in line with best practice, PSOs and European legislation. The strategic focus on commissioning is less effective due to a lack of skills and capacity to drive the change in culture.	4	4	16	4	3	12	↓	Kathy Roe	Tom Wilkinson	Risk score reduced because anticipated problems in procuring PPE for infection control purposes now eased. STAR procurement are more embedded within the organisation and have appropriate contract register, monthly spend data and reporting processes in place. A new contract management tool is being implemented which will add to existing mitigations for this risk.
Great Place Inclusive Growth	14	Tameside is unable to exploit growth opportunities and this has a detriment to residents, local businesses and the borough's future prosperity.	4	5	20	3	4	12	↓	Jayne Traverse	David Berry Nigel Gilmore Mathew Chetwynd	TMBC's pre-Covid development and inward investment objectives remain unchanged, the pandemic will have an impact on the sequence of progress towards these objectives. The future development of the pandemic will have a large impact on the economy and therefore causes uncertainty over growth opportunities. Tameside could benefit from a possible Covid-19 downturn in the commercial attraction of Manchester city centre. Opportunities include benefiting from any regional levelling up funding as part of a post Covid stimulus package.
Starting Well	15	Implementation of a Strategic Commissioning Function across the Council and the CCG 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.	4	4	16	4	4	16	→	Steven Pleasant	Single Leadership Team	The Covid crisis has demonstrated the robustness of the relationship. Whilst in the short term risks have been mitigated through central government funding and command and control within the NHS, the longer term picture will be affected by potential future NHS reorganisation at the GM level.
Living Well												
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Great Place Inclusive Growth	16	Vision Tameside is not completed on time and in budget and associated leases and service agreements are not finalised in a timely manner.	5	3	15	5	3	15	→	Jayne Traverse	Paul Smith	The lease with Tameside College, the DWP and Citizen's Advice Bureau still needs to be signed and sealed.
Great Place Inclusive Growth	17	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	5	2	10	5	2	10	→	Ian Saxon Kathy Roe	Emma Varnam Mike Gurney Wendy Poole	Emergency Plan, Director on Call and Forward Incident Officers are in place.
Great Place Inclusive Growth	18	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	It is expected that there will be a variety of opportunities around the leveling up agenda, which has been affected by the Covid response in the short term. Plans around the GMSF, town centre master planning and housing strategies mean that the council will be in a better position to respond to any opportunities when and as they arise,
Starting Well	19	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	4	16	4	4	16	→	Richard Hancock	Tim Bowman	School place planning is considered a high priority Children's risk due to analysis of pupil numbers going forward. Delays to the capital development programme are being closely monitored by senior management in Children's and Growth.
Corporate Support and Enabling Services	20	Pension Fund investments do not provide the appropriate/anticipated level of assets to meet liabilities.	4	4	16	4	1	4	↓	Sandra Stewart	Tom Harrington Paddy Dowdall	Although the economic effect of the pandemic will cause a short term reduction in income for property assets, long term returns are not anticipated to be affected by the pandemic. Monitoring of the performance of markets and the fund takes place on a regular basis.
Great Place Inclusive Growth	21	The lack of an up to date strategic planning framework and associated local policies to manage development in Tameside.	4	4	16	4	2	8	↓	Jayne Traverse	Jayne Traverse	The governance process to approve the GM version of the framework is underway – approval from the 10 GM authorities is expected by end of October 2020. Progress considered acceptable and anticipated that framework will be completed as per plan.
Corporate Support and Enabling Services	22	Failure to prevent or detect acts of significant fraud or corruption with consequent financial or reputational damage to the Council.	3	4	12	3	4	12	→	Kathy Roe	Tom Wilkinson Wendy Poole	Additional grants are available to support residents during the pandemic which unfortunately causes an increased incidence of fraud referrals. There are robust systems in place for the processing of grant payments and suspected fraud is investigated.
Living Well	23	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	4	12	3	4	12	→	Ian Saxon	Emma Varnam	Significant progress has been made in reaching Tameside communities. The Council have been running an Independent Advisory Group every Thursday which includes a Covid update, the Community Safety team have arranged Zoom meetings and has an open invitation to places of worship to reinforce the Covid message, Recent focus also on mobile testing centres.
Corporate Support and Enabling Services	24	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'.			New Risk	5	3	15	→	Kathy Roe	Tim Rainey	The recent cyber attack to Hackney Council highlights the possible threat to Tameside. Council cyber security and resilient hardware and software has been updated. A second resilient data link to the Links to the off-site Data Centre ensure that systems hosted there will remain accessible.