

Corporate Plan Theme	Risk No.	Risk Description	Impact Score	Likelihood Score	Risk Rating (Impact/Likelihood) March 2021	Impact Score	Likelihood Score	Risk Rating (Impact/Likelihood) June 2021	Direction of Travel	Risk Owner (Director)	Responsible AD/SUM	June 2021 Review 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	4	20	➡	Kathy Roe	Caroline Barlow	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. This allowed 2021/22 budget to be balanced and the 2020/21 outturn was on budget. However, there remains a sizeable gap to close, which has been compounded by the pandemic, delayed/non delivery of savings and an uncertain funding outlook. A savings delivery tracker and reporting programme has been developed to ensure that delivery of savings is at the forefront of management attention. An early start to the 2022/23 budget setting process has commenced but significant financial challenges remain.
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.	2	3	6	3	4	12	⬆	Kathy Roe	Tim Rainey	In recent months the level of risk has reduced due to improvements such as the distribution of new laptops and conversion to Windows 10 for Council users. The decision in February 2021 to accelerate the deployment of the latest Microsoft Office 365 software across the organisation will once fully deployed also help to reduce the risk levels still further however at this point, a lack of dedicated resources to implement the new software increases the risk that benefits will not be fully realised.
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	Sandra Whitehead	The local care home market is experiencing increased costs associated with the Covid-19 pandemic Adult Services are working closely with provider to monitor the situation. The Council continues to distribute Government grants to providers with the aim to mitigate the increased costs relating to the pandemic in a timely way. There has been a 37% increase in the volume of home care hours commissioned across the home care sector - this has placed pressure on local providers. In-house service has been established to support the market, taking care packages at short notice where providers are struggling to set up immediate support. Continuing to work with the sector to recruit and retain adequate staffing levels.
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	4	12	3	4	12	➡	Jayne Traverse	Paul Smith	The integrated asset management plan is in place and key members of the Strategic Asset team have started their employment.
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	➡	Richard Hancock	Tracy Morris	Tameside's Safeguarding Children's Board and agreed procedures and guidance are 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. Contacts and open cases have both now increased significantly compared to pre Covid levels over the past 5-6 months.
Starting Well	6	Failure to ensure effective services (LACS, 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	Tim Bowman	Although significant progress has been made to address the necessary improvements, it is likely that a SEND Local Area Review will conclude that Tameside requires a written statement of action. A new SEND Strategy has been agreed by Executive Cabinet and Improvement Plans are in place for all the identified improvement priorities. There is significant pressure on High Needs budgets. A High Needs Review has been carried out and recovery plans have been submitted to the DfE.
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	3	12	4	2	8	⬇	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. The frequency of changes in guidance and legislation around Covid continue to be monitored by the Compliance Cell. Risk assessment and working practices are reviewed, changed and implemented according to the legislation. Issues are also raised through the Corporate and Directorate Health and Safety meetings. Changes to advice are reviewed through the Employment Consultation Group

Living Well	8	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.	5	5	25	5	5	25	➡	Jeanelle de Gruchy	Debbie Watson	Outbreak Management Plan in place. Testing strategy (LFD and PCR) and contact tracing approach well developed. Training, advice, guidance and support developed to support the Council and partners on Covid prevention, infection control, health & safety, PPE provision - bespoke support to educational settings, workplaces, health and social care settings. Proactive approach to identification of clusters and outbreaks followed by robust multi-agency response. Communications plan is in place - Community champions network and covid marshalls in place and ongoing development of simple clear precise communications, messages, guidance, advice and support via humanitarian hub. Corporate risk assessments completed by all Directorates. Covid governance driving strategic approach to safely managing the risks and threats arising from the Covid-19 pandemic and assurance mechanisms feeding into GM SCG and GM Covid Committee. Daily monitoring of data and Covid rates to inform ongoing strategy to contain Covid. Surveillance in place to monitor Variants of Concern (VOC) and Variants under investigation (VUI).
Ageing Well	9	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.	3	4	12	3	3	9	⬇	Stephanie Butterworth	Sandra Whitehead	Adults Services have adjusted working practices to fit social-distancing restrictions and put in place mitigations to ensure safeguarding protection to vulnerable adults. Extensive vaccination programme has reduced the risk of infection and serious illness so now in a position to support more face to face assessments and meetings with service users - this will improve direct contact to ensure people are appropriately supported and risks are identified, and where appropriate safeguarding considerations are addressed.
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 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.
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	Wendy Poole	Homeworking during the pandemic and as we build back and recover is still perceived to have increased the risk level due to the handling of data off-site. A Homeworking Policy is to be prepared to provide guidance on safety, IT and information governance best practice. Additional resources have recently been added to the Risk, Insurance and Information Governance Team and a Work Plan is now in place monitored by the Information Governance group to ensure compliant practices are in place across the Council.
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	STAR procurement are embedded within the organisation and have appropriate contract register, monthly spend data and reporting processes in place. A new contract register and management tool is being implemented which will add to existing mitigations for this risk. Additional training has been rolled out for managers to ensure all procuring managers are adequately trained. STAR management are attending regular delivery meetings at Assistant Director level to further integrate them into the organisation.
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	➡	Jayne Traverse	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 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 the NHS white paper and reorganisation at the GM level.
Living Well												Until the proposed legislation is passed through Parliament, it is difficult to evaluate the risks ahead. As further clarity is received on the GM Integrated Care System, risks will be identified, evaluated and reported in accordance with the joint principles agreed across the Place based leadership model.
Ageing Well												
Great Place Inclusive Growth												
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	3	15	5	3	15	➡	Jayne Traverse	Paul Smith	Citizens Advice Bureau and DWP lease documents are in place and awaiting completion. All information requested in respect of the College lease has been issued to the Legal Service to enable them to complete due diligence and the lease documentation.
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.	5	2	10	4	2	8	⬇	Ian Saxon Kathy Roe	Emma Varnam Mike Gurney Wendy Poole	Emergency Plan, Director on Call and Forward Incident Officers are in place, together with Business Continuity Plans so that service delivery can continue should an incident occur. During Covid, GM authorities have met weekly as part a Strategic Co-ordinating Group and a Tactical Co-ordinating Group supported by the Local Resilience Forum - the processes and support are well documented and the mutual aid support arrangements have been tested.

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.	4	4	16	4	3	12	↓	Single Leadership Team	Senior Management Group	The council continues to develop its strategies around its town centres, housing and the economy. The pandemic has delayed the governments own "levelling up" agenda, but it is expected that there will be significant packages of support to drive the economic recovery in the post pandemic and Brexit Britain and the Council is getting prepared to take advantage of opportunities that will arise through its covid recovery planning which is aligned to the corporate plan.
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	4	16	4	4	16	→	Richard Hancock	Tim Bowman	School place planning is considered a high priority. Current expansion challenges are focused on expanding specialist (SEND) provision to meet demand. Analysis of pupil numbers going forward is strong, and delays to the capital development programme are being closely monitored by senior management in Children's and Growth, but a level of risk remains.
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	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. Pension Fund risk registers were reviewed in June 2021.
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	→	Jayne Traverse	Nick Fenwick	The GM Spatial Framework is no longer being taken forward as a joint Development Plan Document following the withdrawal from the plan by Stockport MBC. However, the remaining 9 Council Leaders have agreed to progress a Development Plan Document (DPD) named, 'Places for Everyone'. All of the 9 Councils have since progressed reports through their respective organisations detailing next steps, including the agreement to the establishment of a committee to prepare a joint DPD of now nine boroughs. The newly established Joint Committee is expected to have it's inaugural meeting shortly. Decisions on publishing for consultation Places for Everyone will be the subject of subsequent decisions by Cabinet and Council. The DPD provides the opportunity to enable Tameside Council to meet the Government's requirements for local authorities to have up to date Local Plans in place by December 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.
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	4	12	→	Kathy Roe	Caroline Barlow Wendy Poole	Internal controls are in place across the Council to minimise the occurrence of fraud. The COVID-19 grants available to support residents/businesses during the pandemic have unfortunately caused an increase in the incidence of fraud referrals. There are robust systems in place for the processing of grant payments and any suspicious applications are investigated. The National Anti-Fraud Network (NAFN) Data and Intelligence Services circulate fraud bulletins and intelligence to help Councils spot and report organised fraud.
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	4	12	3	2	6	↓	Ian Saxon	Emma Varnam	Significant progress has been made in reaching Tameside communities. Communication with the IAG has enabled Tameside to be ahead of the curve in terms of managing Covid rates and has added to the success of the vaccine roll out with speed of delivery and high uptake.
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	Tim Rainey	In September, the Council approved its first cyber security strategy and the associated action plan details the measures that will be implemented to improve the cyber resilience. The Disaster Recovery facility has now been commissioned, along with a new backup and recovery system (including offsite tape backups) to keep data safe and secure. Additional resources are required to ensure the Cyber Security team have the capacity to effectively manage and deliver on this agenda and this requirement forms part of the Digital service review.