

Corporate Plan Theme	Risk No.	Risk Description	Residual Impact score	Residual Likelihood score	Residual Risk rating (Impact x Likelihood) October 2021	Residual Impact score	Residual Likelihood score	Residual Risk rating (Impact x Likelihood) February 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	4	20	⇒	Kathy Roe	Caroline Barlow	The position within demand led services continues to be very difficult, particularly with the impact of the Covid-29 pandemic. The Council has made good progress in achieving the savings target that it has set itself and is committed to achieving more as required. There has been some positive progress in relation to some of the assumptions within the MTFP, however the position remains very challenging and requires an unrelenting focus on actioning savings and achieving value for money in all areas. The financial settlement for 2022/23 has now been received and most of the allocations are in line with the assumptions within the MTFP. The 2022/23 budget is currently being finalised however there continues to be excessive reliance on the achievement of savings and reliance on one-off funding. This position is not sustainable in the long term and there will therefore be 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	Tim Rainey	Deployment of Office 365 is underway. The project includes roll out of the wider Office 365 product sets including SharePoint, telephones and the latest MS Office software. Digital Tameside service currently awaiting Board/Cabinet approval of additional resource for roll out and support of Office 365.
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. This includes funding a fair cost of care in the future	4	4	16	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. 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 underway to recruit additional staff to the 'in-house' long term support service 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	⇒	Ian Saxon	Ian Saxon	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	⇒	Alison Stathers-Tracey	Tony Decrop	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 increased significantly and we are also seeing a rise in adolescents with emerging complex mental health needs.

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	2	8	➡	Ian Saxon	Sharon Smith	The organisation is still facing increased health and safety risks as a result of the pandemic. 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	5	25	5	4	20	⬇	Debbie Watson	James Mallon	Significant recent disruption has been caused by the Omicron wave. Very high numbers of infections have been experienced with milder illness, due to the nature of the variant and the protection provided by vaccination. Public services have faced capacity issues due to staffing absence but this has stabilised now. The national direction is to reduce measures - although some measures retained to reduce infection, particularly in higher risk settings. Tameside continues to be an area of enduring Covid-19 transmission, especially in the school aged population, and the Public Health team are managing multiple outbreaks. Also high pressure in the care home sector. While the situation has stabilised in recent weeks, there remains disruption. There is a risk of disruption from future waves, but the likelihood is uncertain at this point. Any further escalation could see the situation and risk assessment change very rapidly, as it did with Omicron in Dec 2021. Local plans are now focussing on long term approaches to 'living with Covid' and addressing inequalities, including the ongoing vaccination rollout.
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.
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 will 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 by 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	Wendy Poole	The Information Governance Framework renamed as the Data Protection/Information Governance Framework is currently being reviewed and updated to reflect best practice. Documents approved by the Audit Panel have been uploaded to a new webpage for dissemination. Work is ongoing with IT Services to review the technological based policies and procedures. The Work Smart Project will impact on these documents as decisions are made about future working models and the IG Team and IT Services will need to address these outcomes and reflect them in the framework documents.  Mandatory Training (Data Confident and Cyber Nirjas) is being monitored and reported to the Information Governance Champions and the Information Governance Group

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 relationship with STAR procurement and the Council continues to embed and, as this relationship develops the likelihood that contracts are let outside of contract procedure rules and the risks of not achieving Value for Money continues to reduce. Officers continue to work with STAR to streamline procedures and 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	⇒	Ian Saxon	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	Sir Richard Leese has been appointed as Chair Designate of the Integrated Care Board (ICB) and the Executive appointment process has commenced. Work is underway on first draft of overarching GM ICS operating model. Latest ICS State of Readiness plans submitted to NHS England/NHS Improvement. All localities are meeting with Sir Richard Leese to talk through their ambitions with the Tameside session taking place on 2nd February.
Living Well												
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	2	10	5	2	10	⇒	Ian Saxon	Ian Saxon	Citizens Advice Bureau being re-tendered. DWP have raised further queries on charges. College lease agreed and awaits completion. Wilkinsons lease in place.
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	⇒	Ian Saxon Kathy Roe	Emma Varnam Mike Gurney Wendy Poole	GM authorities continue to meet weekly: 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. 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
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 13 January 2022. GMPF assessment of risk regarding strategic allocation of assets to underpin liabilities unchanged, with current controls evaluated as effective.
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	⇒	Ian Saxon	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. Representations are currently being assessed and documents are in preparation to support submission of the Plan to the Secretary of State early mid/late 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	3	9	3	4	12	↑	Kathy Roe	Caroline Barlow Wendy Poole	Increased external frauds in relation to Grants and other benefits are still being reported and investigated, however, learning is shared and improvements made in processes to prevent further occurrences.
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	⇒	Ian Saxon	Emma Varnam	The Community Safety Partnership has developed and consulted on a new Community Safety Strategy – due to be ratified at Full Council in February 2022. 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	Tim Rainey	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. Digital Tameside service currently awaiting Board/Cabinet approval of additional resource.