

Corporate Risk Register 2022/23 – Quarter 4

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR1	Financial Sustainability	5	5	25	3	3	9

Risk Owner	S. Evans
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. Evans	Some slippage	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Significant deficit increase in Dedicated Schools Grant (DSG) potentially resulting in Department of Education warning and intervention and budget restrictions. • Public sector spending cuts/ rising inflation/ recovery from the pandemic/ economic recession impacting ability to continue to deliver effective services. • Winter demands increasing pressure on ASC budgets. • Brexit related pressures such as loss of EU funding, disruption to supply chains and increased inflation. • National immigrations policies restricting free movement of people could lead to further skills gaps in the workforce. • Pressures on pay and pressures within both childrens and adults social care which may in part be due to Brexit but are all part of the wider economic pressures facing the UK at the current time. • Financial impact of National Pay Award. • Real living wage increase has widened financial gap for Council commissioned services by a further £3m over and above what was already budgeted. • Economic recession will result in increased demand for public services. • Rising inflation and interest rates has an impact on the affordability of the Council's capital programme and therefore the major regeneration projects which have already commenced.

Current Controls

- Medium Term Financial Strategy updated; monthly monitoring and DfE 'Safety Valve' deficit recovery agreement in place; escalation to Executive Team and Members.
- Reserve Strategy and Financial Management and reporting refresh.
- Budget Strategy Principles, complete review of all budgets with a view to a zero based budgeting approach and regular monitoring of budget risk register.
- DfE Recovery Plan agreed; DfE engagement; Transformation plan priorities agreed with key stakeholders; review of expenditure and rebaselining undertaken; additional capital funding secured for in-borough provision.
- Rationalisation of admin buildings as part of transformation programme to reduce utilities expenditure.
- Balanced budget produced for 2023/24 but this does include some utilisation of reserves due to the phasing of the savings programme delivery.

Planned Actions

- Rebaseline of capital programme and closer working with directorates to identify potential pressures earlier in order to put mitigating actions into place - Work has commenced on the capital programme but increasing costs due to inflation is putting extra pressure on budgets.
- Early implementation of future years savings programmes where possible. As part of the monitoring and assurance process of the 2023/24 savings plan delivery a much strengthened corporate programme management approach is being implemented with reporting through the Exec Delivery Board and increased reporting through Cabinet of savings delivery.
- Reviewing all potential 'invest to save' schemes which may involve capital spend to reduce ongoing revenue costs. This has taken place as part of the savings plans, the street lighting proposal is one example of this.
- Lobbying of GMCA and Government for additional funding and support to LAs including the current extension to the dispensation re DSG deficits. This has now been confirmed as being extended which is good news for Bury.
- Use of Kickstart, apprentices and training of existing workforce to ensure a workforce which meets both current and future needs.
- Revised modelling of MTFS. This is an ongoing process of refinement and the Chartered Institute of Public Finance and Accountancy have also been engaged to undertake a short piece of assurance work. The outcome of this work is now known and whilst assurance was given to the 2023.24 budget process it highlighted further

work was needed to undertake sensitivity analysis and scenario planning for 2024/25 and beyond and that a much more stringent reserves policy was needed. This work needs undertaking as soon as the 2023/4 budget is approved.

- Early engagement with Members and residents to understand financial consequences, financial gaps and savings proposals. This has been ongoing over the summer and as part of formal consultation since the MTFS Cabinet report in October. The outcome of the early engagement was included within the budget reports but further consultation will be required on some of the savings proposals needed to close the financial gap.
- Wider pay review as part of 'Let's Do it Well' Transformation Programme. £100k of Chief Officer savings were put forward to close the financial gap but a number of other terms and conditions including mileage allowances and ad hoc payments have been reviewed through the transformation programme.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR2	COVID-19 Impact	3	3	9	3	3	9

Risk Owner	P. Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
1) J. Hobday 2) R. Firth	On target	Static	n/a

Key Potential Impacts
<ul style="list-style-type: none"> • New variants further impacting social mobility, lower earning income households and impeding economic recovery. • Reduced revenue income to the Council due to COVID-19 – impacting on programme of rent reviews and lease renewals, and effects on businesses that lease our commercial portfolio. • Unpaid rental from commercial tenants (unrecovered through government direction) now more challenging to recover due to current inflationary impacts on business.

Current Controls
<ul style="list-style-type: none"> • Local Outbreak Plan in place. • Regular liaison with UKHSA re surveillance and monitoring. • Vaccination programme. • Implementation of Government's "Living with COVID-19" plan. • Rent reviews and lease renewals in progress. • Tenants have received rent free periods/grants where eligible for assistance from the Council but this was a one-off agreement by Cabinet during Covid. • Quarterly Debtors meeting in place to review agreed payment plans and implement new payments plans appropriately.

Planned Actions
<ul style="list-style-type: none"> • No further actions to be taken.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR3	Security & Resilience	4	5	20	2	5	10

Risk Owner	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
1) K. Waterhouse 2) J. Dennis	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Ongoing national threat from terrorism resulting in potential resurgence of terrorist activity and radicalisation of vulnerable members of community. • Crisis in Ukraine following the Russian invasion is also leading to increased risk of cyber attack and community tensions. • External threat to data and systems potentially impacting system functionality/causing a data breach. • General threat to safety and security of Councillors.

Current Controls
<ul style="list-style-type: none"> • Emergency response policies, Prevent initiative, GM Resilience Forum and Tension Monitoring Report. • Training and updated Cyber Essentials Toolkit in place for NHS GM; PCN accreditation renewed annually for the Council. • Government guidance shared with parties currently exposed to such attacks. Local Government Assessment Toolkit implemented. • Support from LGA and DLUHC now approved to develop Cyber Treatment Plan and undertake remediation activities. • Managed Security contract in place from July 2022.

- Newly appointed Councillors received security awareness training during induction process, following May Elections.

Planned Actions

- Continued early intervention work and community engagement through the Community Safety Partnership.
- Further training and investment in cyber security to be progressed against IG Action Plan timeframes.
- Cyber Essentials accreditation for the Council to be achieved.
- No further actions - situation to remain under review.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR4	Digital Transformation	3	4	12	2	4	8

Risk Owner	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
K. Waterhouse	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> Inability to achieve ambition for new ways of working, improved customer and staff experience through delivery of the Digital Strategy.

Current Controls
<ul style="list-style-type: none"> Launch of staff consultation on the new Target Operating Model for a reconfigured Digital, Data & technology function commenced in January. Implementation to begin from 1st April 2023.

Planned Actions
<ul style="list-style-type: none"> Implementation plan for new operating model in development, following staff consultation completing in Quarter Four.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR5	Increasing demand pressures	4	5	20	2	4	8

Risk Owner	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A. Crook	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Failure to transform services likely result in the Council failing to meet its statutory obligations. Adults and children's care facing a significant increase in demand for services. • There is a risk of unsustainable demand for adult care services as a consequence of the substantial demand pressures and workforce challenges in the NHS, particularly in relation to volume and acuity of patients requiring discharge.

Current Controls
<ul style="list-style-type: none"> • Regular transformation programme review meetings, scrutiny of the Executive Committee and appropriate reporting to cabinet. • Fee setting exercise and cost of care comparisons carried out annually. Close working and relationship building with all providers of care to ensure early warning are in place. • Real living wage agreed and funded through contracts for all social care packages. • Locality Board review system wide pressures on a monthly basis, in addition to the work of the Urgent Care Board.

Planned Actions

- Market Management Plan to be developed in line with government requirements Q3 22/23.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR6	Climate Change	4	4	16	3	4	12

Risk Owner	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Swann	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> Inability to meet Bury 2038 Carbon Neutral target due to lack of resources and engagement.

Current Controls
<ul style="list-style-type: none"> Greenhouse Gas Emissions Report for 2021/22 produced and shows the Council has reduced greenhouse gas emissions by 63% since 2008/09. Climate Strategy and Action Plan approved and published in October 2021 following public consultation. Climate Strategic Board established and is part of the Team Bury Structure. £100k of community action funding distributed to 12 community groups. Successful bid from Six Town Housing and the Council to decarbonise 100 properties on the Chesham Estate in Bury. Bid submitted from Six Town Housing and the Council for Social Housing Decarbonisation round 2 Funding to decarbonise another 200 properties on the Chesham Estate. 42% of council vehicles now replaced with low emission vehicles and the remaining 58% are on order (includes 13 electric vans). Infrastructure for charging electric vans installed at Bradley Fold and Bury Cemetery. All large vehicles (highest polluters) have now been replaced and the remaining vehicles are on order awaiting delivery.

- Climate Strategy and Action Plan approved by Cabinet in October 2021. Climate Action Board and forums under establishment.
- Public sector Decarbonisation Funding awarded to Bury and used to decarbonise a number of council buildings - completed June 2022.
- Business climate event hosted.
- Schools climate event took place 7 July 2022.
- E Car Club Pilot operating from Prestwich and Bury.

Planned Actions

- Continued partnership work across GM.
- Climate Strategic Board will continue to meet Quarterly.
- Gathering progress reports from projects funded by Climate Action Fund.
- Continued delivery of Social Housing Decarbonisation bid.
- Climate action communications plan to be finalised and rolled out.
- Long term resources need to be secured to deliver Climate Change agenda - officers are temporary to the end of September 2023 and to end of May 2023.
- Asset rationalisation programme underway to look at which Council buildings will be disposed of and which will be kept going forward. Decarbonisation measure can then be explored for the buildings the Council will keep.
- Update of the Climate Action Plan to be completed and presented to the Climate Strategic Board in January 2023. Refreshed document to be published in Spring 2023.
- Exploring means for securing effective local engagement on the Climate Change agenda using existing neighbourhood networks.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR7	ICS Implementation and Establishment	3	4	12	2	4	8

Risk Owner	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Blandamer	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Disruption to the health and care system caused by establishment of the Integrated Care System (ICS) and winter pressures leading to increasing demands on Adult Social Care services. • Implementation - functional alignment review process of establishing GM ICS has the potential to reduce locality focus and capacity of previous CCG staff.

Current Controls
<ul style="list-style-type: none"> • Working closely as a locality as part of our winter plan - both command structure and proactive planning. • Collaborative working within the GM SORT meeting, operating as Gold, across the whole GM health and care system • Working with colleagues across the GM system to ensure the GM ICS operating model creates the conditions for our continued placed based transformation, and NCA footprint partners to continue to advocate for the place based approach; building and starting to operate the new Bury Health and Care System Partnership arrangements (including the Locality Board) to provide confidence and assurance of our arrangements. • Issues and risks escalated to Integration Delivery Collaborative Board and to Locality Board.

- Representation on the Functional Alignment Steering Group and Check & Challenge Board.

Planned Actions

- Continue to work with GM partners as GM operating model develops.
- Transformation plans continue to be monitored monthly through IDC Board.
- Transformation Board and Adult Social Care Savings and Transformation Programme also reported to Cabinet.
- Bespoke communication approach to address this agenda.
- Locality formalisation agreed at Cabinet and Council and Locality Board and submitted to NHS GM Board for final approval.
- Receipt of locality budget allocation and reconciliation with largely 'as is' structure on NHS GM – intended to retain resilience to secure on going transformation delivery in Bury ICP programmes.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR9	Workforce Skills & Capability	4	5	20	3	4	12

Risk Owner	S. McVaigh
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	On target	Decreased	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Adverse impact on delivery of Council priorities should the workforce capability and capacity prove insufficient, as the result of a lack of investment in employee development and / or an inability to fill key roles. Likelihood increased given current regional and national recruitment challenges across a range of roles. • National shortage of Social Workers, recent Children's department restructure sees the creation of a number of posts, however services continue to run with a high level of agency staff.

Current Controls
<ul style="list-style-type: none"> • Prioritisation through the Corporate Plan resulting in investment in additional capacity in key areas and development of Apprenticeship strategy; policies review; improved utilisation of iTrent programme. • Agreed TU Consultation Framework. • Clear delivery plan in place. • Good existing relationship between the Council and Trade Unions. • Regular employee communications. • Additional Transformation capacity in place. • Agreed recruitment and retention strategies for both Childrens and Adults Social Care.

- International recruitment programme for Children's Social Workers.
- Strengthened external recruitment processes, social media presence and advertising, improved processes and new policy.
- Launch of new management development programme.

Planned Actions

- Continued focus on prioritisation; training and development to be considered in new People Strategy; further investment through Transformation Programme and development of a Talent Strategy.
- Resource planning for key new priorities e.g. LUF and Children's Improvement.
- Review existing processes for consultation and agreement.
- Refresh and update core policies and procedures.
- Values and behaviours work and wider focus on engagement linked to Pulse Survey.
- Strengthened approach to employee engagement.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR11	Building Management (Operational Health & Safety)	4	5	20	3	5	15

Risk Owner	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
D. Ball	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Breach of Health and Safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations. • Council buildings, facilities and premises must provide safe and effective environments for all building occupants that use them.

Current Controls
<ul style="list-style-type: none"> • Corporate Health and Safety independent audit undertaken with formal report, findings and recommendations. • Establishment of Estates Transformation Board. • Establishment of a "Health and Safety Taskforce" with Union representation, to oversee delivery against internal audit recommendations implemented through an improvement plan. • Development of a Corporate Landlord underway including; establishment of Corporate Landlord budget; recruitment of interim Decant Project Manager and support from external partners. • Work underway to look at the future needs of education and Six Town Housing. • Current working practices (Mangers responsible for own buildings) remain in place until the formal establishment and handover to a Corporate Landlord. • Whittaker Street decanted and being prepared for sale.

Planned Actions

- External third party appointed to Board to oversee and support the review of the long list of buildings to rationalise the estate and draft list now agreed with revenue costs. Greater understanding of which buildings are in use or leased.
- Accelerated disposals programme to be initiated under the Estates Transformation Project, arising from the external review.
- Continued establishment of a Corporate Landlord (scheduled April 2023).
- Undertake a desktop audit of buildings that will be retained, to assess compliance status.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR12	Children's Social Care Services	3	5	15	2	5	10

Risk Owner	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Richards	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Children left in harmful situations and risk. • Following the inadequate ILACs judgement in October 2021 the improvement plan fails to deliver the pace of change needed which is reflected in poor monitoring visits from Ofsted and leaves the service and Council at risk to a greater level of intervention from the DFE. • High caseloads continue to lead to social worker high turnover which then impacts on children, families and partners. • Following the inadequate judgement recruitment has become more challenging leading to high staff turnover from senior leaders through to frontline staff, making it difficult to do what is most important - turning around services for children, young people and families in need. • Budget pressures associated with the escalating cost of commissioned placements , planned actions - meets fortnightly.

Current Controls
<ul style="list-style-type: none"> • Post Ofsted Improvement Plan which has been accepted by Ofsted and the DFE. • Independently Chaired Improvement Board with key partners to monitor impact of the improvement Plan. • Regular DFE reviews. • Regular Ofsted Monitoring visits – the second has shown positive signs of

progress.

- Recruitment and Retention plan following full review aimed at attracting committed professionals to Bury.
- Permanent senior team in place following permanent appointment of Principal Social Worker in August 2022 and permanent appointment to Director of Social Care Practice, September 2022.
- Revised QA and audit processes in place.
- Developed workforce development offer.
- 3 Managed Services in place whilst restructure proposals are being considered to impact on reducing social worker caseloads across the service.
- Placement Panel established, their role is to gatekeep requests for high cost placements and review those in high cost provision - meets fortnightly.
- Restructure agreed bringing enhanced capacity and management oversight.

Planned Actions

- Continue with a rolling recruitment programme to maintain the focus on recruitment and retention and ensuring increased stability in the workforce. International recruitment in Jan 2023 successful - 23 offers made, expected in post April/May.
- Continue to develop and strengthen QA processes to ensure audits lead to improved practice.
- Restructure agreed and is being implemented.
- Work plan to be developed for the Principal Social Worker to lead on improvements to the Quality of Practice and the development of a new practice model - this was delayed due to PSW covering vacant HoS safeguarding post in Nov/Dec and so remains a key priority for quarter 4.
- Permanent Senior Leadership team now in place with the exception of the My Home post: Heads of Service for Safeguarding & CASS in post December, Head of Service Strategy, Assurance & Reform and Children's Transformation Manager in post Nov 2023.
- Improvement Plan is being refreshed in quarter 4 to reflect learning from second and third monitoring visits as well as external scrutiny through recent peer review activity. In addition the architecture around improvement planning and performance monitoring has been reviewed to strengthen accountability.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR13	Regulatory Compliance	3	4	12	3	4	12

Risk Owner	J. Dennis
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
M. Connor	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Failure to meet the requirements of data protection legislation and good information governance practice / serious data breach. • Lack of compliance with statutory response times for Subject Access Requests may lead to legal challenge or intervention from the ICO or local government ombudsman.

Current Controls
<ul style="list-style-type: none"> • Significant progress to completion of actions on ICO Workplan. • IG policies and procedures reviewed and approved by IGSG. • Comprehensive IG/Cyber Security training programme implemented. • Data Breach monitoring and processes significantly enhanced. • Network of IG Champions refreshed and re-established. • IG risk management strategy implemented, including required completion of Data Protection Impact Assessments for any project involving the processing of personal data. • Staff induction process and system access implemented. • IG KPIs reviewed. • IG strategy (developed for both Council and Bury CCG) reviewed for DSPT

submission.

- 2021/22 DSPT submitted and Standards Met maintained.
- Internal Audit review completed.
- ICO Workplan assessed April 2022 - satisfied outcome with no further actions set.
- Six monthly reporting to Audit committee to ensure that the work is embedded across the Council.
- Information Security Policy updated
- Weekly performance reporting to Head of Service for Business Support and Data Protection Officer.
- Oversight through Information Governance Steering Group.
- Process agreed.
- Additional capacity in Business Support identified to manage throughput.

Planned Actions

- Updated Information Security Policy to be reviewed in one month.
- Ongoing development of an annual review/refresh process for the Record of Processing Activity.
- Escalate weekly reporting to the Director of People and Inclusion (responsible for Business Support Team).
- Explore costed options for outsourced support.
- Review communications and engagement with requesters whose claim is outstanding.
- Convene working group to strengthen process, roles and responsibilities.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR14	Staff Safety & Wellbeing	4	4	16	2	4	8

Risk Owner	S. McVaigh
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	Some slippage	Increased	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Staff wellbeing, welfare and morale may potentially result in increased cases of stress, depression and general absence, thereby impacting service delivery. • Harm to staff and potential legal and financial implications for the authority of failure to comply with health and safety legislation.

Current Controls
<ul style="list-style-type: none"> • Corporate Health & Safety Team moved under the leadership of the Director of People. • Health & Safety Policy reviewed and new incident reporting process live. • Health and Safety staff drop-in sessions. • Robust governance arrangements, action planning and partnership working with the TUs now in place. • Employee assistance programme and comprehensive health and wellbeing offer in place which incorporates mental wellbeing support. • Targeted improvement plan for sickness absence levels, including focus on hotspot services. • External review of Health and Safety in Operations Department commissioned.

Planned Actions

- Delivery of annual Health and Safety plan including service level risk assessment needs checkers and targeted deep dive audits
- Roll out of mental health and health and safety training as part of mandatory training programme for managers.
- Delivery of targeted action plan related to staff sickness absence.
- Review of health and safety related training.
- Review of occupational health function.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR15	Regeneration & Development	4	5	20	2	5	10

Risk Owner	P. Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
R. Summerfield C. Logue	On Target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Northern Gateway - failure to grasp opportunity presented by the largest regeneration project to impact this part of the country. • Challenges faced in driving inclusive growth within the region, impacted by a slow housing market and accessing up to date planning policies. • Rising construction inflation and interest rate shifts increasing cost of delivering town centre regeneration and housing programmes.

Current Controls
<ul style="list-style-type: none"> • Detailed working with the JV and Rochdale Council around Northern Gateway has allowed parties to work collectively on a major inward investment project, which has brought national attention to the potential of the site. There are a number of subgroups that have been established to drive forward the project, including Transport, Planning, Skills and Marketing & Promotion. • Progression of Development Plan through to examination. • Hire staff and experts in the field. • Establishment of Projects Board and give delegated powers. • Cost plans for the 'Levelling Up' bids show increased construction inflation, options being worked through for value-engineering and review of overall specification.

Planned Actions

- Continue to explore funding opportunities - linked to various regeneration schemes: BGI will keep abreast of up-and-coming funding sources through regular contact with GMCA and other public bodies and will work with colleagues to ensure that opportunities are explored, and subsequent applications made for regeneration/development projects. Joint Bid being prepared to GM Growth Fund to further support project delivery and promotion. Bury seeking to appoint dedicated PM to ensure internal capacity and skills in place.
- The Examination process is continuing to review the Submitted Places for Everyone Plan. This will run until the end of March 2023 with any resulting consultations to be considered and responded to. Currently seems to be progressing well but still subject to Planning Inspectors views and will need to consider changes in national planning guidance that is emerging.
- Value engineering activity / scope reduction in design development for major regeneration projects.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR16	Special Educational Needs and Disabilities	4	5	20	2	5	10

Risk Owner	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
M. Kemp I. Booler	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Current reduction in SEND tribunals is reversed. • Further increase in LGO ombudsman complaints and general complaints. • Further loss of parental trust. • reduction in compliance in regard to 20 week which has improved. • Poor Ofsted CCQ inspection on new January framework impacting further on reputation. • Increase in EHCP assessments which is disproportionate to population increases sufficiency issues. • 45% increase in EHCP referrals putting increased pressure on system and Council has difficulties meeting provision within EHCPs and increased pressure on SEND special school place sufficiency.

Current Controls
<ul style="list-style-type: none"> • SEND Strategic Board and plan, with clear governance. * Focused SEND inspection preparation activity - plan in place and fortnightly meetings with DCS & Director to review progress. • External programme support transformation and delivery plan with two weekly governance and workstream accountability; Detailed risk register and detailed

workstream tracker in place -this has resulted in improved 20 week compliance (from 27% to over 50%).

- Strategic lead for SEND and EHCP team manager now in post.
- Co-production with strategic partner Bury2Gether.
- Increased capacity in EHCP team - increased investment in data case surgeries and inclusion surgeries now in place.
- Graduated response co-produced and implemented (October 2022)
- Seconded Headteacher developing continuum of provision and signposting to outreach.
- Local Offer Newsletter continues to be well received.
- School Roof:
 - Fortnightly steering group meeting within Bury Council with legal, education and operations
 - Weekly meetings within school holding builders in account for progress plan
 - Engaged independent company to assure all plans and structural solutions
 - Monthly roof checks.

Planned Actions

- Continue to develop training offer for Statutory assessment team to focus on case resolution. Case surgeries and inclusion service surgeries to continue.
- Co-produce and pilot work around EHCP processes bringing parents earlier in the process including the advice with EP service advising.
- Second a social worker to the EHCP team to ensure social care advice is statutory.
- * Develop SEND Delivery plan to support the SEND Strategic Plan - owned by the SEND operational group and supporting inspection readiness.
- * Annex A meeting scheduled with all managers in service to review Annex A and identify key issues, to ensure we can respond promptly when we are notified of inspection
- School roof:
 - Independent assurance to continue to check all plans and building as the programme of work progresses .
 - To continue steering group meetings, independent engagement of assurance of works and to continue engaging with regional director and school.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR19	Financial Capacity	5	5	25	2	4	8

Risk Owner	S. Evans
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. Evans	Some slippage	Increased	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Lack of finance capacity leads to budget holders not receiving a quality service that supports them across a range of functions such as :- <ul style="list-style-type: none"> • to control costs, • manage their budgets, • identify and deliver savings, • identify and maximise opportunities to generate additional income or external funding for projects, • to submit government and funding returns, • be supported in financial business case development for project work. • Senior members of the finance department undertaking pieces of work that should be completed by capable qualified staff - resulting in additional pressure on a few key individuals. • The interim market is becoming increasingly fierce with interims demanding inflated costs to do roles that require permanent placement. There is also a shortage of some specialist skills such as DSG and commercial investment which is making it extremely difficult to recruit permanent staff with these skills and harder to find interims and when they are available they are at premium costs.

Current Controls

- Close monitoring and prioritising of all asks for support including reassigning staff to meet high profile/risk pieces of work.
- The majority of posts through the restructure have now been advertised and a significant number recruited to. The Chief Accountant and Childrens finance business partner commence on the 6th March, the Head of Revenues and Benefits and senior auditor are still awaiting start dates and a number of other posts have also been filled. There is still a vacancy for a business partner which we have tried to recruit to a couple of times and auditors and apprentices are currently being recruited.

Planned Actions

- Continuing to progress the implementation of the restructure in order to progress external permanent recruitment to posts. External support is being sourced for Project Safety Valve advice as this is a significant area of concern and capacity gap at this time. The Deputy DoF has been off sick for 2 months since January which has impacted upon the delivery of the planned actions and means that the risk action target is behind schedule.
- Continued use of interims, and also double running through the use of the capacity reserve and new burdens monies where necessary to support services in relation to the Council's annual Council tax and business rates billing process and where items of organisational strategic risk exist i.e. PSV.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR20	Increasing Energy Prices	5	5	25	5	4	20

Risk Owner	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Swann J. Kelly	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> As a result of the global increase in energy prices, Bury Council has seen a significant increase in expected gas and electricity costs for the 2022/23 financial year. Current indications are that energy prices are likely to increase further in 2023/24.

Current Controls
<ul style="list-style-type: none"> Working group established to manage the increase in energy prices. Delivery of the following building decarbonisation measures using funding from the Public Sector Decarbonisation Scheme (PSDS): <ul style="list-style-type: none"> 6 x solar PV 2 x double glazing 1 x new variable refrigerant flow (VRF) heating system. Report agreed by Cabinet in September 2022 to utilise the YPO Framework for the purchase of electricity for the next 4 years starting in April 2023. Regular updates provided to Exec Team and to Schools in relation to rising costs. Newly developed mandatory Carbon Literacy Training module available for staff. To start a communications campaign to educate staff and Bury residents on methods to reduce energy use.

Planned Actions

- Business case to consider options to reduce street lighting costs submitted and awaiting approval.
- Building/Estate Rationalisation Programme - reviews currently taking place.
- Centralising energy budgets across the Council to be managed by the Energy Team going forward.
- Further energy saving opportunities being investigated by Energy Saving Working Group.
- Impact of Government Energy Price Guarantee announcement on Council energy bills to be explored and confirmed.
- Currently procuring a new water supply contract which may provide a reduction in costs.
- Check solar pvs with JRS.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR21	Project Safety Valve	4	5	20	2	5	10

Risk Owner	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
I. Booler	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Risk of BMBC being withdrawn from Project Safety Valve (PSV) due to increased activity and therefore not reducing the deficit on the DSG (Dedicated Schools Grant) resulting in a loss of in excess of £10M of funding. • Bury Council does not meet the 5 conditions as set out in the PSV agreement which would result in additional payments being withheld or withdrawn and Reserves would be needed to be used to pay DSG deficit • Increase in levels of need post Covid and 45% in EHCP assessments mean that finance targets in the eradication of the deficit are not met due to the continued lack of SEND sufficiency in Bury and the continued need for OOB places. • The latest PSV forecast is that expenditure on the dedicated schools grant high needs block (DSG HNB) is going to be higher in the 2022/23 financial year than what was previously predicted in the forecast submitted in June, as a result of increasing demand which has significantly increased reliance on independent schools.

Current Controls
<ul style="list-style-type: none"> • PSV Delivery Board Governance has been strengthened with monthly monitoring in place. • Internal programme support transformation and delivery plan with two weekly workstream accountability; detailed risk register and detailed workstream tracker in place - this has resulted in improved 20 week compliance. • Recruitment plan including induction and workforce training has been

implemented. EHCP Team Manager started August 2022. EHCP staff recruited.

- Co-production with strategic partner Bury2gether.
- Increased capacity in EHCP team.
- Quarterly reporting on all aspects include finance.
- A revised programme governance structure has strengthened monitoring and delivery of the necessary cost reduction initiatives through the Schools capital Board, PSV programme has been mainstreamed from external project management to internal.
- Delivering finance mitigation through detailed project plans.
- Weekly meetings taking place between the service and finance to ensure mitigation plan achieves £1.8m.
- Linking Liquid Logic to finance to allow real time finance reporting.
- Finalised arrangements for criteria to support the moderation of bandings in special school allocation.
- Finance developed tracking and reporting mechanisms to report on progress against PSV.
- Plan in place to create Resource Provision within primary and secondary mainstream schools, the first of which will go live in September 2023.

Planned Actions

- Revise Special School top up bandings based on other local authorities and implement.
- Embed launch of Graduated Approach.
- Second phase of Childrens restructure to ensure enhanced training capacity around SEND within the system.
- Develop finance deficit project plans further to include commissioning of out of borough places, a review of Alternative Provision and a review of the Pupil Referral Unit.
- Meeting with Slough Council to be held on 06/03/2023. The aim of this meeting is to understand successes in PSV made by Slough. Agree if these successes can be duplicated in Bury and plan to implement.

- Project group with DfE established to oversee the Free Special Schools. DfE to formalise key milestones.
- Moderation of Millwood and Elms Bank Special Schools to take place in March 2023.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR23	Adult Social Care Reforms	3	5	15	3	4	12

Risk Owner	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A. Crook	On target	Static	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • The Council fails to carry out fair cost of care implementation and risks sanction by the Government. • Carrying out the 'fair cost of care' exercise is likely to result in a large increase in payments to care providers, which are not covered by the additional Government funding. • There is insufficient workforce or Government funding for additional workforce to carry out the assessments required to enable customers to access their care accounts, • Further contribution to the Council's financial pressures.

Current Controls
<ul style="list-style-type: none"> • The exercise will be carried out alongside 9 other Local Authorities in Greater Manchester and 22 in the North West. • Working groups have been set up to share information and plan fee setting collaboratively. • Briefing paper on Adult Social Care reforms submitted to Cabinet, Scrutiny and Locality Board. • Project Manager appointed to oversee implementation of reforms. • Fair Cost of Care exercise undertaken and submitted.

Planned Actions

- GM working group to be established.
- Further analysis of cost of care to be undertaken.
- LGA peer review underway Feb 2023.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR24	Elections Act 2022	3	4	12	2	4	8

Risk Owner	J. Dennis
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Dennis R. Everitt	On target	Decreased	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • The Returning Officer will be unable to implement the Elections Act 2022 if key policy details are not confirmed and secondary legislation not published in adequate time. • The democratic legitimacy of the Council could be undermined, increasing the risk of challenge by petition following the elections. • Voter ID may not be successfully introduced, with certain groups more likely to be disadvantaged than others, resulting in increased inequalities. • There may be recruitment issues in attracting polling staff, as they will have greater responsibilities, including challenging voters in regard to ID verification. • There may be insufficient polling stations, as not all existing stations may continue to be suitable due to the need for privacy areas.

Current Controls
<ul style="list-style-type: none"> • The Elections Board is managing the implementation, the Returning Officer has considered the demographics and harder to reach parts of the electorate and the support they will require. Members training has been provided to increase awareness and assist in the communication of key messages. • A review of polling stations has been undertaken and the outcomes reported to the Elections Board and DAF. • Additional financing will be provided from the Government for implementation, but

this will only cover the costs associated with Voter ID, not additional election costs.

- Fees for election staff job roles have been agreed by the Elections Board.
- An implementation plan is in place with key deadlines.
- Provision of a training session to the Democratic Arrangement Forum, Senior Leaders Group and Corporate Core Management team.
- Sessions have been scheduled to brief each political group.
- An Officer from the Combined Authority is working with all 10 Local Authorities to see how best practice can be shared.
- There will be a Combined Authority Communications strategy to ensure that there are consistent messages across the GM footprint.
- Secondary legislation has been received and reviewed.
- Funding from the Government has been confirmed and received.

Planned Actions

- Additional training to be provided to election staff.
- Funding from the Government is undergoing review by finance.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR25	Housing Conditions (Damp Mould and Condensation)	3	3	9	2	3	6

Risk Owner	L. Cook
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Cook	On target	Decreased	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Negative impact on resident health and wellbeing resulting from unsatisfactory housing conditions. • Poor management of disrepair claims in public and private sector housing and insufficiently robust processes during litigation. • Inability to deliver proactive support to landlords and tenants to address existing housing concerns as a result of limitations on current capacity. • Risk of adverse publicity and reputational damage.

Current Controls
<ul style="list-style-type: none"> • Emergency Board session called by Six Town Housing (24th November 2022) to review the Coroner’s Report and ask key questions. • Director of Housing has written to all Housing Association partners operating to the Borough to gain assurance on conditions of non-Council stock. • Private Sector Standards Submission provided to DLUHC. • Responses submitted to Regulator of Social Housing – Council housing action plan in place for systematic review. • Communications plan/ awareness campaign - information updated and published by Six Town Housing: newsletters to tenants and TRA network. • Presentations to H&WB, Childrens Safeguarding Board, referral pathways and

information shared across PSR Neighbourhoods.

- Review of Council stock undertaken – no structural defects identified.
- Disrepairs process reviewed - positive confirmation of the policy to not undertake repairs whilst in litigation is not the practice.
- Systems in place for Council Housing / STH to review all reports recording the presence of damp and mould – integrated into performance reporting.
- Review undertaken of all homes that have heating concerns or energy supply issues - remedial actions monitored.
- "Eyes wide open" process reviewed to ensure all staff are reporting issues and concerns & communication and customer pathways for complaints and being heard.
- Review undertaken of safeguarding referrals where property condition is a factor, including oversight and communications within the health system – connections between health and housing. Now integrated into system.
- Legal services' audit of disrepair claims undertaken.
- PSR enforcement team triage system in place.
- Participation in Good Landlord scheme approved.
- Housing Association Partners responses analysed and feedback given – all partners submitted responses to the Regulator.

Planned Actions

- Ongoing development of casework relating to how issues and cases can be highlighted through the neighbourhood model.
- Recruitment for participation in Good Landlord Scheme in progress.
- Recruitment of maternity cover for the PRS Unt Manager post.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR26	Increasing Fuel Costs & New Red Diesel Restrictions	4	4	16	3	4	12

Risk Owner	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
D. Dixon	On target	New	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • As a result of government changes resulting in the removal of tax relief for red diesel, ground maintenance and street scene have seen a large increase in the cost of diesel. • Combined with the highest fuel prices seen in decades, unprecedented financial pressures is being levied.

Current Controls
Member of AGMA Framework to help keep fuel costs to a minimum.

Planned Actions
<ul style="list-style-type: none"> • Set up meeting to look at the financial implications. • Look at cost of providing all Council drivers to attend a fuel efficient driving course.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR27	General Contract/Tenders Inflation	4	5	20	1	2	2

Risk Owner	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
C. Foster-Devine	On target	New	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> • The construction industry has been hit hard by the current inflationary environment from the skyrocketing price of steel, lumber and fuel to the significantly increased cost of skilled labour. • Increased demand and a shrinking labour market together with a scarcity of essential materials are having a major impact on construction projects in the Highways and Engineering Service leading to increased costs and delays.

Current Controls
<ul style="list-style-type: none"> • No current controls.

Planned Actions
<ul style="list-style-type: none"> • Amend programmes of work due to increased cost of schemes.

Risk Ref.	Risk Title	Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR28	Asylum & Immigration	4	5	20	2	5	10

Risk Owner	L. Cook
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
P. Cole L. Cook	On target	New	June 2023

Key Potential Impacts
<ul style="list-style-type: none"> Increasing demands resulting from the two refugee crisis's in the last 12 to 18 months (Afghan & Ukrainian) plus the new Home office asylum dispersal and resettlement scheme the numbers placed into Bury are expected to significantly increase over the next 12 months. The Council's statutory and non-statutory homelessness provision will also be impacted by the cost of living crisis as well as general homelessness increasing. The risk is capacity to meet immediate emergency / temporary provision and also having sufficient long term permanent affordable housing to meet demand. Additionally, the Council is at risk of not being able to meet demand and leave families and people vulnerable without appropriate housing.

Current Controls
<ul style="list-style-type: none"> Partnership working with GMCA and NW RSMP to robustly and collectively feedback to the Home office on their new dispersal and resettlement scheme to help ensure numbers placed in GM and Bury are realistic and can be achieved over the next 12 months. Development of the Private rented sector to maximise accommodation opportunities. New DLUHC match funded PRS Development coordinator role (3 years) to create capacity to prevent evictions in the PRS with landlord support + develop better relationships with PRS landlords to create greater access to properties.

- New empty homes officer in post to help deliver the new empty homes strategy that has identified 1000+ long terms voids to target for homelessness & social housing applicants – incentivisation scheme for landlords.
- Appointed new PRS Development Coordinator
- Maximising all opportunities with the 20+ registered social landlord providers in the Borough to ensure all new developments supported by the Council or wider that they provide either social or affordable housing that's accessible for homelessness inc. asylum seekers / refugees within those new developments to assist with demand.
- Reviewing the allocations policy to include a common housing register with all RP's to gain greater access to all social housing across the Borough not just the Council.
- Co-delivery of the new Homelessness Strategy with Bury Homeless partnership
- Existing pathways with Serco / Home Office emergency accommodation within the Borough and the Council homelessness team to meet statutory provision and accommodation.
- Existing pathways for non-statutory provision for asylum seekers evicted from Home office accommodation into Council provision.
- Internal Ukrainian operational meetings to support refugees via the Homes for Ukraine and the Family Visa route.
- Commissioned service with Stepping Stones to support the ARAP and Afghan refugees with support and accommodation.

Planned Actions

- Empty homes officer appointed to deliver and tasked to develop an Empty Homes Strategy.
- Steering group – timescales to have new allocations policy with common housing register by early to mid-2023.
- Home Office 'Dispersal and Resettlement Scheme' Consultation and feedback now provided collectively via GMCA / NW RSMP – awaiting response from the Home Office.
- ELA partnership: GMCA 'Let Us' - Needs refreshing with targets & outcomes.
- New social housing strategy for the Borough to complement the Homelessness Strategy - process and approach to be agreed.