



Bury Council

Corporate Risk Register 2023/24

Quarter 1

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR1	Financial Sustainability	5	5	25	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	Sept 2023

Key Potential Impacts
<ul style="list-style-type: none"> • Failure to eradicate deficit in Dedicated Schools Grant (DSG) or staying within High Needs Block allocation potentially resulting in Department of Education warning and intervention and budget restrictions. • Public sector spending cuts/ rising inflation/ recovery from the pandemic/ economic

Current Controls	Planned Actions
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.

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.
- Failure to deliver savings results in increased pressures on budgets that are already being balanced by use of reserves
- 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.
- Failure to keep spend within budget which exceeds the availability of reserves to support resulting in the need to issue a S114 notice as the Council may not be financially sustainable
- Economic recession will result in increased demand for public services.

- 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.

- 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.

- Put in place a spend moratorium on all discretionary spend to bring budget overspends back in line and bring a clearer focus on what spend can cease on an ongoing basis

- Lobbying of GMCA and Government for additional funding and support to Las

- Use of Kickstart, apprentices and training of existing workforce to ensure a workforce which meets both current and future needs.

- Revised modelling of MTFs, including zero based budgeting of key services with highest spend and demand

• 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.

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Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR3	Security & Resilience	4	5	20	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	Sept 2023

Key Potential Impacts
1) • 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.

Current Controls
1) • 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.

Planned Actions
1) • 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.

2)

- General threat to safety and security of Councillors.

- 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.

2)

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

- Cyber Essentials accreditation for the Council to be achieved - Council has submitted it's PSN Certification for another year as a precursor to achieving Cyber Essentials accreditation.

2)

- No further actions - situation to remain under review.

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR4	Digital Transformation	3	4	12	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	Sept 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. • New Target Operating Model to go-live in September 2023 following recruitment to the new structure. • Training and Development Plan to be develop to support staff moving into new roles and ensure appropriate transitions plans are in place.

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR5	Increasing Demand Pressures	4	5	20	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	Sept 2023

Key Potential Impacts	Current Controls	Planned Actions
<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 	<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 	<ul style="list-style-type: none"> Market Management Plan to be developed in line with government requirements Q3 22/23. Significant focus as part of Bury contribution to national front runner programme on discharge of complex dependency and also a strengths based approach to patients within hospital, both intended

workforce challenges in the NHS, particularly in relation to volume and acuity of patients requiring discharge.

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 and the Integrated Delivery Collaborative

to improve dependence and reduced acuity on discharge

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR6	Climate Change	4	4	16	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	Sept 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. <p>Main detailed risks described below : -</p> <ul style="list-style-type: none"> Lack of funding and incentives provided by Government or private industry to secure the level of change necessary to achieve carbon neutrality.

Current Controls	Planned Actions
<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 Action Board established and is part of the Team Bury Structure. 	<p>Continued delivery of Social Housing Decarbonisation bid.</p> <ul style="list-style-type: none"> 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 June 2024. Update of the Climate Action Plan to be completed and presented to the

- Lack of skills and supply chains in the business sector to provide carbon neutral solutions.
- Local communities and businesses suffer financial hardship as a result of moving to electricity-based heating systems that could include higher running costs (electricity is much more costly than gas currently).
- Those most in need are not able to decarbonise due to lack of funds and support.
- Local communities do not embrace active travel and public transport due to lack of motivation, confidence and good safe reliable systems and infrastructure.
- Failure to protect our communities from the impacts of climate change.
- Insufficient permanent council officer resource to achieve the level of action required.
- For council and other commercial buildings, the initial costs to install heat pump systems can be much higher than replacing with a gas boiler. This creates challenging business cases that can make it

- £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.
- Successful bid from STH to the Social Housing Decarbonisation Fund (SHDF) Wave 2 funding for energy efficiency measures on 200 properties on the Chesham Estate.
- 70% of Council vehicles now replaced with lower emissions vehicles with the remaining 30% on order including, 19 small tippers, 5 small Luton vans, 2 RCV's, 1 Ranger pick up, HGV tipper and 11 electric vans (there will be 15 in total).
- Public sector Decarbonisation Funding awarded to Bury and used to decarbonise a number of council buildings - completed June 2022.
- 2 Business climate events hosted.
- Schools climate event took place 7 July 2022.

- Climate Strategic Board in January 2023. Refreshed document to be published in June 2023.
- Exploring means for securing effective local engagement on the Climate Change agenda using existing neighbourhood networks.
 - Intention to expand the current car club offer to up to 20 locations through a procurement exercise run by TfGM.
 - Intention to appoint an Electric Vehicle Charging Infrastructure (EVCI) supplier to install charging points for residents who do not have access to off-street parking using a potential £2m of combined CRSTS and Local Electric Vehicle Infrastructure (LEVI) funding.
 - 23 council assets and schools put forward to receive GMCA funded consultancy support to assess the feasibility of solar PV. It is anticipated that this will lead to a number of significant solar PV installations that will both reduce the carbon footprint and the demand on grid electricity from the schools.

vey difficult to justify the carbon neutral option.

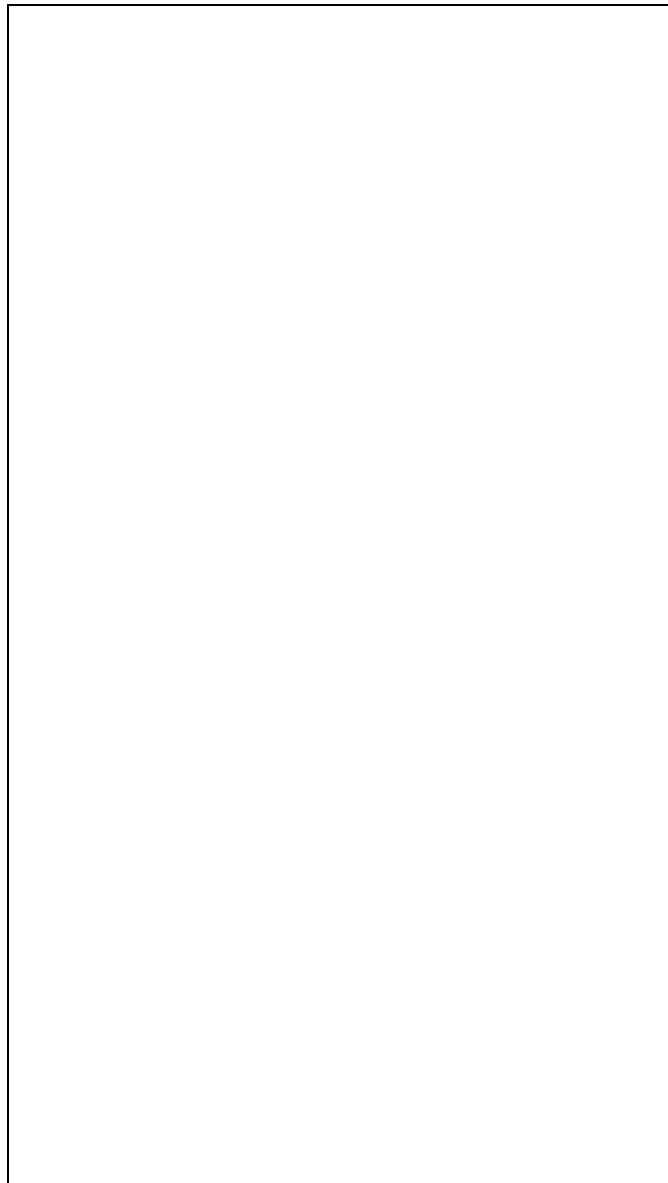
- Regeneration schemes are not able to justify carbon neutral measures due to the restrictions placed on the available funding streams.
- Lack of carbon neutral solutions for larger vehicles

• E Car Club Pilot operating from Prestwich and Bury.

- Climate Action Officer and Climate Action Intern roles extended to June 2024.
- 22 Council assets are being reviewed for feasibility of installing Solar PV by consultants appointed by GMCA with the view of taking some/all of these through the Go Neutral Framework to appoint a supplier to install the infrastructure.
- Working with colleagues from BGI to ensure that regeneration projects take sustainability/decarbonisation in to consideration.
- Procured an Electric Vehicle Charging Infrastructure provider to deliver charge points in a large number of our council car parks free of charge.
- Carbon literacy course made mandatory for council employees and 750 staff have completed.
- Internal communications campaign was delivered to highlight energy saving opportunities within corporate buildings.

• 7 council assets and schools to receive decarbonisation feasibility studies with GMCA funding. These will present business cases for the work required so that the council and schools can consider how best to approach this.

- Street lighting column replacement and LED replacement programme to reduce the electricity use and carbon footprint of our streetlighting.
- Produce the annual Greenhouse Gas Report for the council so that we can monitor our progress towards decarbonisation and highlight areas where more focussed action is required.
- Deliver energy efficiency measures to 80 low-income households using ECO4 grants to reduce the carbon footprint of these houses and to help protect low-income occupants from rising energy prices.
- Publish the case study report and video on the outcomes of our Community Climate Action Fund.



- Team Bury Away day used to raise awareness re: current Team Bury actions and to inspire more accelerated actions across our partners and communities.

- Improve community engagement using dynamic multi-channel communications to engage with all sections of our communities.

- Integration of 15 Electric Vehicles into the Council fleet to move towards the decarbonisation of council operations.

- Incorporate single use plastic into the procurement policy to reduce both the amount of waste produced by the council and the carbon cost of dealing with this waste.

- Continue the promotion of the mandatory Climate Change e-learning to ensure that at least 50% of council staff complete the course. This will involve providing means for those without easy access to a computer to undertake the training.

- Produce the annual update of the Climate Action Plan to maintain a relevant document, monitor progress and highlight areas for more focussed action.

- Commence climate adaptation and resilience planning to progress the

		<p>council's preparedness for expected changes in climate and resulting potential health impacts in our communities.</p> <ul style="list-style-type: none">• Continue to look for opportunities to use Government PSDS (Public Sector Decarbonisation Scheme) funding to further progress the decarbonisation of council assets.• Secure permanent employment contracts for the existing officer resource delivering Climate Action and Active Travel functions to demonstrate the council commitment to this agenda and to help with officer retention.• Secure in-house Mechanical and Electrical Engineer resource to help generate and deliver decarbonisation projects for our assets.• Expand the existing number of Schools Streets to encourage walking and cycling to school and to reduce the number of car miles covered by the "school run". This will improve air quality and reduce carbon emissions.
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		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR7	ICS Implementation & Establishment	3	4	12	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	Sept 2023

Key Potential Impacts	Current Controls	Planned Actions
<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. 	<p>Working closely as a locality as part of our winter plan - both command structure and proactive planning.</p> <ul style="list-style-type: none"> Collaborative working within the GM SORT meeting, operating as Gold, across the whole GM health and care system 	<ul style="list-style-type: none"> 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.

• Implementation - functional alignment review process of establishing GM ICS has the potential to reduce locality focus and capacity of previous CCG staff.

• 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.

• 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	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR9	Workforce Skills & Capability	4	5	20	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	Static	Sept 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

Current Controls
<ul style="list-style-type: none"> • Prioritisation through the Corporate Plan and strengthened approach to Departmental Planning & Employee Reviews, including analysis of areas of cross-over and total capacity requirements • Additional Transformation capacity in place.

Planned Actions
<ul style="list-style-type: none"> • Continued focus on prioritisation; training and development to be considered in new People Strategy; development of a Talent Strategy. • Resource planning for key new priorities e.g. LUF and Children's Improvement. • Refresh and update core policies and procedures.

sees the creation of a number of posts, however services continue to run with a high level of agency staff.

- 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.
- Management development programme.
- Clear two-way staff engagement approach, including regular Pulse Surveys
- Skills and capacity development opportunities, including thorough Apprenticeship Strategy

- Values and behaviours work and wider focus on engagement linked to Pulse Survey.
- Development of the 'Greater Manchester Pledge' to support Children's Social Worker workforce stability.

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR11	Building Management (Operational Health & Safety)	4	5	20	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	Sept 2023

Key Potential Impacts	Current Controls	Planned Actions
<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. 	<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 	<p>Due to inability to provide an overarching Corporate Landlord function (finances) an FM board will be established in July 23 to have oversight of the individual departments responses of asset management, including compliance monitoring.</p> <p>Whilst not responsible for the actual assets, the board will work alongside service building managers to ensure they have the information required in</p>

	<p>recommendations implemented through an improvement plan.</p> <ul style="list-style-type: none"> • Decant Manager in place to support the decanting of services from buildings (temporary post) • 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 • Whittaker Street decanted and being prepared for sale. 	<p>order to operate safely or report issues.</p> <ul style="list-style-type: none"> • Develop the use of Concerto to improve information and processes in relation to the management of facilities across the Council's estate. • Produce an Asset rationalisation Plan. • Develop a proposal for a Facilities Management Service to act as a central point of expertise to provide support to services under a Business Partner arrangement • Finalise results of compliance audit undertaken on 26 council buildings and assess current status and any action needed. • Carry out a building condition survey on the Town Hall.
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Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR12	Children's Social Care Services	3	5	15	2	5	10	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	Decreased	Sept 2023

Key Potential Impacts	Current Controls	Planned Actions
<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. 	<ul style="list-style-type: none"> • Post Ofsted Improvement Plan which has been accepted by Ofsted and the DFE; reviewed with partners individually and via Children's Improvement Board May 2023. • Independently Chaired Improvement Board with key partners to monitor impact of the improvement Plan. • Regular DFE reviews. 	<ul style="list-style-type: none"> • International recruitment was successful with 23 offers made in January 2023. First cohort (4 social workers) started on 12th June. Waiting for Social Work England (SWE) registration for the remaining 19. • Develop a whole system approach to QA - building on the QA Framework already in place, but ensuring a whole system approach that will lead to

- 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.

- Regular Ofsted Monitoring visits

- Recruitment and Retention plan following full review aimed at attracting committed professionals to Bury.

- Permanent senior team in place

- Revised QA and audit processes in place.

- Managed team in place pending recruitment to vacancies to ensure reducing social worker caseloads across the service (reduced from 3 teams to 1)

- Placement Panel established 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.

- Worked with Communications Team to develop online presence to support ongoing recruitment and retention.

improved practice and outcomes for our children and families.

- Implement Learning & Development plan which has been produced by the Principal Social Worker to ensure improvement in the quality of practice

- Secure exceptions to enable recruitment to the final remaining HoS vacancy (My Home service)

- Strengthened system and architecture around the review and update of improvement plan internally and with partners, agreed with Improvement Board

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

Risk Owner	J. Dennis
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Dennis J. Gallagher	On target	Static	Sept 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. • Comprehensive IG/Cyber Security training programme implemented. • Data Breach monitoring and processes significantly enhanced.

Planned Actions
<ul style="list-style-type: none"> • 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).

	<ul style="list-style-type: none"> • 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. • 2022/23 DSPT submitted and Standards Met maintained. • 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. • Additional capacity in Business Support identified to manage throughout. • Establishment of new Corporate Governance Board to cover all IG matters 	<ul style="list-style-type: none"> • Review capacity to support the Data Protection Officer. • Review communications and engagement with requesters whose claim is outstanding. • Convene working group to strengthen process, roles and responsibilities. • Network of IG Champions refreshed and re-established.
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- Report to Executive on a weekly basis on FOI progress
- Restructure of delivery of IG support

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR14	Staff Safety & Wellbeing	4	4	16	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	No significant progress	Static	Sept 2023

Key Potential Impacts	Current Controls	Planned Actions
<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. 	<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. 	<ul style="list-style-type: none"> • Delivery of annual Health and Safety plan including service level risk assessment needs checkers and targeted deep dive audits • Targeted additional work within the Operations Department • Roll out of mental health and health and safety training as part of

	<ul style="list-style-type: none"> • 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. 	<p>mandatory training programme for managers.</p> <ul style="list-style-type: none"> • Delivery of targeted action plan related to staff sickness absence. • Review of health and safety related training. • Review of occupational health function. • Review of sickness absence policy
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Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR15	Regeneration & Development	4	5	20	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	Sept 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.

Current Controls	Planned Actions
<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, 	<ul style="list-style-type: none"> 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.

• Rising construction inflation and interest rate shifts increasing cost of delivering town centre regeneration and housing programmes.

Planning, Skills and Marketing & Promotion.

- Progression of Development Plan through to adoption
- 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.

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 ended and the Panel has indicated that it can be found sound subject to modifications. These are to be consulted on later in the year before the Plan can be taken forward to adoption.
- Value engineering activity / scope reduction in design development for major regeneration projects.

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR16	Special Educational Needs & Disabilities	4	5	20	5	5	25	2	5	10

Risk Owner	J. Richards
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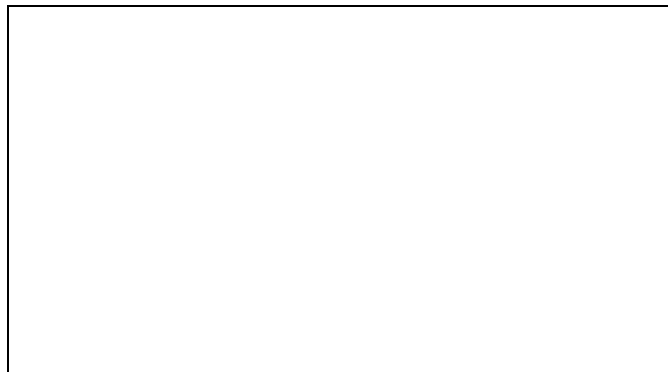
Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
M. Kemp I. Booter	Some slippage	Increased	Sept 2023

Key Potential Impacts	Current Controls	Planned Actions
<p>Current reduction in SEND tribunals is reversed.</p> <ul style="list-style-type: none"> • Further increase in LGO ombudsman complaints and general complaints. • Further loss of parental trust and further increase in parental complaints. 	<ul style="list-style-type: none"> • SEND Strategic Board and plan, with clear governance (refreshed May 2023) * Focused SEND inspection preparation activity - plan in place and fortnightly meetings with DCS & Director to review progress. • Strategic lead for SEND and EHCP team manager now in post. 	<p>Continue to develop training offer for Statutory assessment team to focus on case resolution. Case surgeries and inclusion service surgeries to continue.</p> <ul style="list-style-type: none"> • Co-produce and pilot work around EHCP processes bringing parents earlier in the process including the advice with EP service advising.

- 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.
- 63 % 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.
- 400% increase of complaints since March 2023

- 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.

- Second a social worker to the EHCP team to ensure social care advice is statutory.
- Implement strengthened architecture re. SEND Development Plan - Operational Board ToR reviewed and agreed, clearer ownership of plan and clear forward plan in place to ensure detail is reviewed in the monthly Board meetings and highlights shared with Strategic Board.
- Continue working with managers to ensure Annex A in place, 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.
- To develop engagement strategy to include the CEO and DCS in meetings



with the parents who attend scrutiny in protest.

- To revise SEN support strategy and to ensure EHCP data is known across the Local area.
- To implement QA framework and to start multi agency audits.

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR19	Financial Capacity	5	5	25	4	5	20	2	4	8

Risk Owner	S. Evans
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. Evans	On target	Decreased	Sept 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,

Current Controls
<ul style="list-style-type: none"> • Close monitoring and prioritising of all asks for support including reassigning staff to meet high profile/risk pieces of work. • The main post still to be filled is the Deputy Director of Finance, there is an interim in place and whilst the advert for the permanent recruitment closed on the 26th June the process was paused as there were not enough candidates of

Planned Actions
<ul style="list-style-type: none"> • Continued use of interims, and also double running through the use of the transformation budget and new burdens monies where necessary to support services where items of organisational strategic risk exist i.e. childrens.

- 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.

sufficient calibre to progress to member shortlisting. Due to the needs of the CYP service as a consequence of Project Safety Valve and the pressures on the budget as part of the improvement journey within social care additional support has been commissioned.

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR20	Increasing Energy Prices	5	5	25	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	Sept 2023

Key Potential Impacts
<ul style="list-style-type: none"> As a result of global increases in energy prices Bury Council saw significant increases in energy cost in 2022/23 compared to 2021/22 (approximately £3.5 million) A further increase of approximately £889k is expected from 2022/23 to 2023/34.

Current Controls	Planned Actions
<ul style="list-style-type: none"> Working group established to look at mitigation options 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 	<ul style="list-style-type: none"> Street lighting LED replacement programme approved as a further savings option for delivery during 2023/24 and 2024/25. Building/Estate Rationalisation Programme - reviews currently taking place.

	<p>- 1 x new variable refrigerant flow (VRF) heating system.</p> <ul style="list-style-type: none"> • 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 and now mandatory. • Team Bury away day on Climate Change and impact of rising energy costs. • Internal communications campaign to highlight energy saving opportunities within corporate buildings. 	<ul style="list-style-type: none"> • 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. • Government announced further energy bills discount scheme which commenced in April 2023 and is applied to commercial electricity and gas contract. • Grant to open to subsidise energy costs in Leisure facilities - bid to be submitted. • Currently procuring a new water supply contract which will include the fitting of water meters to help monitor and reduce cost. • Feasibility studies being carried out on 23 corporate buildings for potential solar PV opportunities.
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Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR21	Project Safety Valve	4	5	20	5	5	25	2	5	10

Risk Owner	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
I.Booler	Some slippage	Increased	Sept 2023

Key Potential Impacts
<ul style="list-style-type: none"> Risk of Bury Council being withdrawn from Project Safety Valve (PSV) due to increased activity and therefore not eradicating the deficit on the DSG (Dedicated Schools Grant) resulting in a loss of £6M of funding and potential for clawback of previously received £14m As long as the rate of issuing new EHCPs continues to run at current levels,

Current Controls	Planned Actions
<ul style="list-style-type: none"> Strengthened PSV Delivery Board Governance in place and meets monthly with membership from Exec Director of Finance and Chief Exec Revised and submitted a DSG Management Plan with clear actions in place and modelling which will lead to strengthening tracking 	<ul style="list-style-type: none"> Tracker being developed between service and Finance based on modelling and affordability to track service activity against planned projections. An Independent Chair of the SEND strategic Partnership Board to ensure increased support and challenge and accountability across Local Authority and ICB.

pressure on existing budgets grows and it becomes more difficult to remain within HNB funding and reduce the DSG deficit

- Risk if the current national protections around the DSG are removed and therefore the DSG deficit needs to be set against reserves this would put the financial viability of the council into question.

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| <ul style="list-style-type: none">• Revised SEND Strategic Partnership Board in Place; Revised SEND delivery plan in place• Strengthened multi agency resource finance panel with greater management oversight where all finance decisions are made with finance as a member• Detailed project plan in place with tracking and nominated workstreams• Implemented EHCP mainstream banding; implemented reduction in Band D+ in special; revised inclusion funding; reviewed all spending against the DSG; reviewed all special school banding; reviewed funding model for PRU• Strengthened panels and processes in place regarding EHCPs – refusal rate 37% in June 2023• Currently reviewing AP; re commissioning AP• Currently engaged in Commissioning review of all independent out of | <ul style="list-style-type: none">• a series of engagement meetings with Bury2gether to collaboratively address risks.• Redevelop our engagement and communication plan with parent and school community Review of Sensory service in Academic year 2023/24• Regular reporting against tracker at PSV Board• Review all EHCP plans to seek resolution on packages and ensure all are needed, focusing on post 16 first.• Focus on SEND support; implement the Education restructure with enhanced Outreach offer; embed Graduated Approach toolkit• Expand SEND school improvement offer and Autism in school project; Review Bury's Education Psychology Offer• Through Early Years and Starting well- develop stronger links between Early Years and SEND.• Implement and complete actions included in deficit reduction plan including completing the review commissioning of out of borough places, and a review of Alternative |
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	<p>Borough Places- Meeting with INMS providers to discuss potential cost reduction options.</p> <ul style="list-style-type: none"> • Regular meetings with DFE advisers both finance and SEND • Additional capacity in place with a joint Commissioning Lead in place and additionality from commissioning expertise. • Aqua review on Commissioning completed • Graduated Approach Launched with toolkit to support SEND support approach • Education Restructure has been consulted and agreed. • PSV programme has been mainstreamed from external project management to internal. • Finalised arrangements for criteria to support the moderation of bandings in special school allocation and throughout RP from a working group. 	<p>Provision and a review of the Pupil Referral Unit.</p>
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	<p>Moderation of special school bandings completed.</p> <ul style="list-style-type: none">• Plan in place to create Resource Provision within primary and secondary mainstream schools, the first of which will go live in September 2023	
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Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR23	Adult Social Care Reforms	3	5	15	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	Sept 2023

Key Potential Impacts	Current Controls	Planned Actions
<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 	<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. 	<ul style="list-style-type: none"> • Review of IMC capacity to ensure right capacity and balanced portfolio

to carry out the assessments required to enable customers to access their care accounts,

- Further contribution to the Council's financial pressures.

- Project Manager appointed to oversee implementation of reforms.

- Fair Cost of Care exercise undertaken and submitted.

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR24	Elections Act 2022	3	4	12	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	Complete	Static	N/a – proposed for closure

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.

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.

Planned Actions
<ul style="list-style-type: none"> • Additional training to be provided to election staff. • Funding from the Government is undergoing review by finance.

- 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.

- 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.

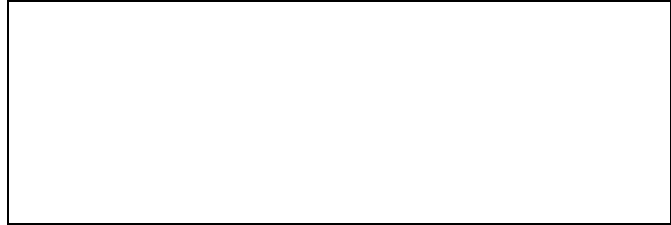
- An implementation plan is in place with key deadlines.

- Provision of a training session to the Democratic Arrangement Forum, Senior Leaders Group and Corporate Core Management team.

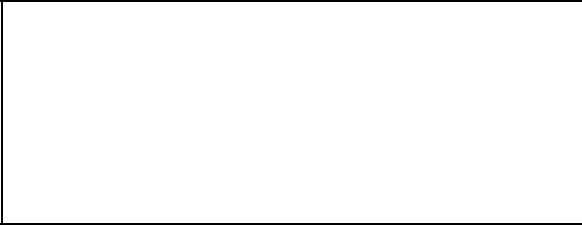
- Sessions have been scheduled to brief each political group.

- 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.



Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR25	Housing Conditions (Damp, Mould & Condensation)	3	3	9	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	Static	Sept 2023

Key Potential Impacts	Current Controls	Planned Actions
<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 	<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. 	<ul style="list-style-type: none"> • Ongoing development of casework relating to how issues and cases can be highlighted through the neighbourhood model. • Recruitment for participation in Good Landlord Scheme completed apprentice appointed.

housing concerns as a result of limitations on current capacity.

- Risk of adverse publicity and reputational damage.

- 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.

- Recruitment of maternity cover for the PRS Unt Manager post. completed - start date 3rd July 2023

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| | <ul style="list-style-type: none">• 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. | |
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Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR26	Increasing Fuel Costs & New Red Diesel Restrictions	4	4	16	3	4	12	3	4	12

Risk Owner	D. Ball
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Responsible Officer	Date Added	Risk Action Status	Trend	Next Risk Review Date
D. Dixon	Mar 2023	On target	Decreased	Sept 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
<ul style="list-style-type: none"> Member of AGMA Framework to help keep fuel costs to a minimum. Meeting undertaken to look at the financial implications

Planned Actions
<ul style="list-style-type: none"> Look at cost of providing all Council drivers to attend a fuel efficient driving course - part of CPC training Roll out new electric vehicles

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

Risk Owner	D. Ball
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Responsible Officer	Date Added	Risk Action Status	Trend	Next Risk Review Date
P. Stokes	Mar 2023	On target	Static	Sept 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

Current Controls	Planned Actions
<ul style="list-style-type: none"> Causes cannot be mitigated against. However, management and reprofiling of the resurfacing programme will be required to ensure sufficient headroom to fund the additional costs Redesign buildings and road schemes within available budgets or seek additional funding 	<ul style="list-style-type: none"> * Amend programmes of work due to increased cost of schemes. Continue to modify (reduce in scope) programmes of work to meet available budgets Reduce the number of schemes being delivered to release enough funding to meet the increase in costs

Engineering Service leading to increased costs and delays.

- Score will reduce once buildings reduce significantly and when CLL in place
- Robust budget monitoring

- Ensure contingency allowed for in projects and funding bids going forward

Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR28	Asylum & Immigration	4	5	20	5	5	25	2	5	10

Risk Owner	L. Cook
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Responsible Officer	Date Added	Risk Action Status	Trend	Next Risk Review Date
L. Cook P. Cole	Mar 2023	Some slippage	Increased	Sept 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.

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. HO still working to 1:200 ratio numbers - therefore 100%

Planned Actions
<ul style="list-style-type: none"> Empty homes officer appointed to deliver and tasked to develop an Empty Homes Strategy. Appointed. Regular information being received on empty properties with owners/landlord engagement taking place to identify barriers and encourage bringing properties back into use. Following the appointment of maternity cover unit

- 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.
- New impacts by the Home office - fast track system for asylum decisions to move people from HO dispersed accommodation into LA duty.
- Home office - Afghan bridging hotel closures - projected further cases and numbers with passed duty to LA's.
- Uncontrollable and unmanageable numbers via the Home office - Unable to meet statutory homelessness duty due to staffing capacity but also the lack of emergency temp and permanent accommodation options when factoring in other homelessness pressures such as the cost of living crisis.

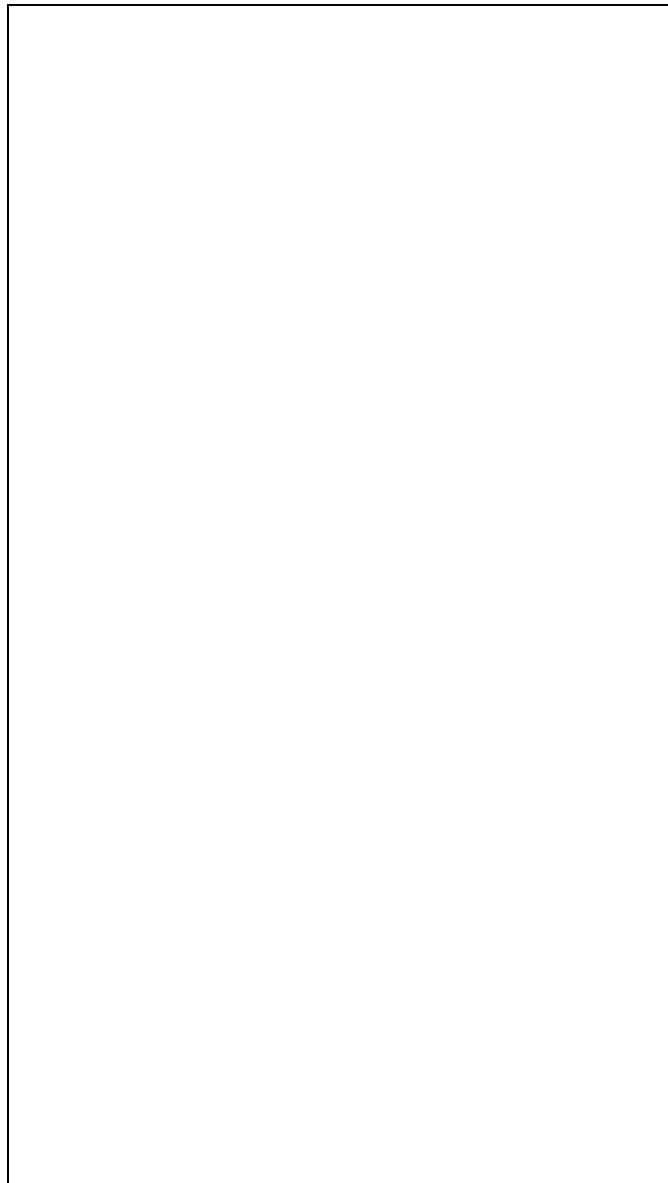
increase in projected numbers over the next 6 to 12 months.

- Development of the Private rented sector to maximise accommodation opportunities. new incentive scheme developed with identified funding - paused due to PRS Development coordinator leaving and no capacity until recruited.
- 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 - Leaving - recruiting again but months delay due to internal blockages.
- Maximising all opportunities with the 20+ registered social landlord providers

manager backfill a project to be explored on engagement event with property owners and possible property developers to encourage redevelopment and bring back into use.

- Steering group – timescales to have new allocations policy with common housing register by early to mid-2023. Commissioned provider to be appointed - HQN - awaiting outcomes of exemption approval - timescales - review report complete Nov 23 for Council approval.

- Home Office 'Dispersal and Resettlement Scheme' Consultation and feedback now provided collectively via GMCA / NW RSMP – awaiting response from the Home Office. Outcomes received - Home office to continue with 1:200 ratios in Bury and the rest of GM despite GMCA / RSMP collective response on existing numbers. Therefore numbers could increase by 100% in the next 6 to 12 months - circa increase from 440 to 1000+.



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. Now appointed HQN to carry out the independent review by Nov / Dec 23

- Co-delivery of the new Homelessness Strategy with Bury Homeless partnership - ongoing - recent report to the overview and scrutiny committee - well received but highlighted demand and challenges.

- Existing pathways with Serco / Home Office emergency accommodation within the Borough and the Council homelessness team to meet statutory provision and accommodation. Set up operational migration meeting with all partners inc serco to help manage and support. Bi-monthly

- ELA partnership: GMCA 'Let Us' - Needs refreshing with targets & outcomes.

- Progress delayed due to PRS Development coordinator leaving in June and internal HR blockage in obtaining approval to recruit permanently. Due to capacity this work will be paused until successfully recruited.

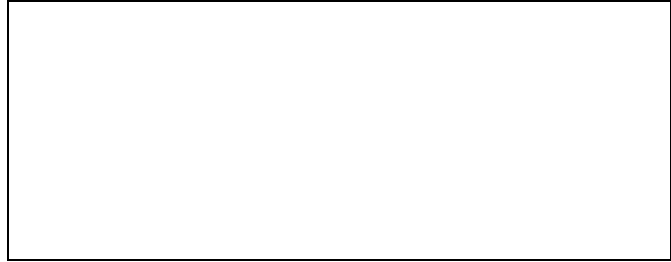
- New social housing strategy for the Borough to complement the Homelessness Strategy - process and approach to be agreed.

- Maximise Migration & Ukrainian funding - future business case to increase staffing levels and capacity to meet support demands and increased numbers.

- Explore all opportunities to increase emergency & permanent accommodation - Social, affordable & PRS. Need future strategy with timescales and outcomes to support operational delivery.

- Change in Council policy - use of B&B to meet homelessness duty to

	<ul style="list-style-type: none"> • 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. Now maximising funding since under homeless service control • Commissioned service with Stepping Stones to support the ARAP and Afghan refugees with support and accommodation. Contract extended for 2nd year. • Afghan Bridging hotel impact - Any Afghan persons that have entered the UK on the ARAP and ACRS Scheme and currently in bridging hotels – circa – 8000 nationally, 1500 people in 7 hotels across the NW with 880 in GM hotels across Manchester and Stockport can present to any LA in the UK and therefore will be difficult to project numbers or have a planned approach for Bury - Funding - £35m national funding package, £9500 per person who presents to a LA - £28 per day for 6 months for support provided - Additional £7100 per household. • Home office fast track system - HO 	<p>meet demands until more appropriate emergency and permanent housing solutions found - this option is also limited considering B&B provision being used by other GM LA's within the Borough.</p>
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scheme to speed up asylum decisions in their serco dispersed accommodation and pass duty to LA's.

- Strategic migration meeting - monthly but lacking support and buy in by other services and partners.

