



# **Bury Council**

## **Corporate Risk Register 2023/2024**

### **Quarter 2**

## SUMMARY

Risk Ref	Risk Title	Impact	Likelihood	Score	Page
CR1	Financial Sustainability	5	5	25	3
CR3	Security & Resilience	4	5	20	6
CR4	Digital Transformation	3	4	12	8
CR5	Increasing Demand Pressures	4	5	20	10
CR6	Climate Change	5	4	20	12
CR7	ICS Implementation & Establishment	3	4	12	16
CR9	Workforce Skills & Capability	4	5	20	18
CR11	Building Management	4	5	20	20
CR12	Children's Social Care Services	2	5	10	22
CR13	Regulatory Compliance	3	4	12	24
CR14	Staff Safety & Wellbeing	4	4	16	26
CR15	Regeneration & Development	4	5	20	28
CR16	Special Educational Needs & Disabilities	5	5	25	30
CR19	Financial Capacity	4	5	20	33
CR20	Increasing Energy Prices	5	5	25	35
CR21	Project Safety Valve	5	5	25	37
CR23	Adult Social Care Reforms	3	5	15	40
CR25	Housing Conditions	3	3	9	41
CR26	Increasing Fuel Costs & Red Diesel Restrictions	3	4	12	43
CR27	General Contract/Tenders Inflation	4	5	20	44
CR28	Asylum & Immigration	5	5	25	46
CR29	Reinforced Autoclaved Aerated Concrete	5	3	15	51

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

<b>Risk Owner</b>	S. Evans
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. Evans	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Public sector spending cuts/ rising inflation/ recovery from the pandemic/ economic recession impacting ability to continue to deliver effective services.</li> </ul>

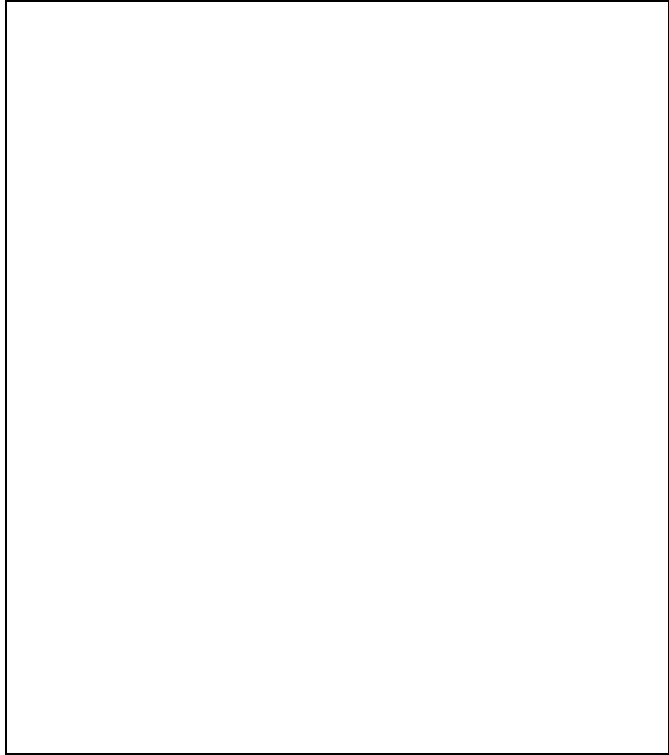
Current Controls
<ul style="list-style-type: none"> <li>• Medium Term Financial Strategy and plan being updated to be presented to November Cabinet; monthly monitoring of general fund budgets and DSG, revised DfE 'Safety Valve' deficit recovery management plan being developed; close scrutiny and escalation to Executive Team and Members.</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• Scrutiny through externally chaired Financial Improvement Panel which will monitor delivery against the financial improvement plan and increased reporting to Cabinet - work plan is multi-faceted and includes increased financial rigour, rationalisation of reserves, increased training and accountability for financial management</li> </ul>

- 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.
- 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.

- Reserve Strategy and Financial Management and reporting refresh being undertaken as part of financial improvement plan.
- Budget Strategy Principles, complete review of all budgets as part of zero based budgeting approach and increased reporting to Departmental Management Teams.
- DfE Recovery Plan being updated; DfE engagement; Transformation plan priorities agreed with key stakeholders; review of expenditure and rebaselining being undertaken; additional capital funding secured for in-borough SEND provision.
- Rationalisation of admin buildings as part of transformation programme to reduce utilities expenditure and generate capital receipts which can be used for transformation under the flexible use of capital receipts policy.

- and control
- Rebaseline of capital programme for 23/4 was undertaken at Q1 but further work needed as part of MTFP for future years 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, this is also having an impact on revenue budgets due to increased costs of borrowing.
  - Early implementation of future years savings programmes where possible. As part of the monitoring and assurance process of the 2023/24 savings plan delivery and the budget challenge sessions as part of the 24/5 MTFP work 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.
  - Monitoring of the spend moratorium which was put in place in July 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. This has also identified areas for tightening of financial governance and training

- Lobbying of GMCA and Government for additional funding and support to LAs. A motion was passed at September Council on this and further discussions have been had at Treasurers
- Use of apprentices and training of existing workforce to ensure a workforce which meets both current and future needs.
- Reporting to Cabinet on revised modelling of MTFP, developed through zero based budgeting of key services with highest spend and demand

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

<b>Risk Owner</b>	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	November 2023

Key Potential Impacts
1) <ul style="list-style-type: none"> <li>• Ongoing national threat from terrorism resulting in potential resurgence of terrorist activity and radicalisation of vulnerable members of community.</li> <li>• Crisis in Ukraine following the Russian invasion is also leading to increased risk of cyber attack and community tensions.</li> </ul>

Current Controls
1) <ul style="list-style-type: none"> <li>• Emergency response policies, Prevent initiative, GM Resilience Forum and Tension Monitoring Report.</li> <li>• Training and updated Cyber Essentials Toolkit in place for NHS GM; PCN accreditation renewed annually for the Council.</li> </ul>

Planned Actions
1) <ul style="list-style-type: none"> <li>• Continued early intervention work and community engagement through the Community Safety Partnership.</li> <li>• Further training and investment in cyber security to be progressed against IG Action Plan timeframes.</li> </ul>

- External threat to data and systems potentially impacting system functionality/causing a data breach.

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.
- Security arrangements reviewed, following the recent cyber attack against St Helen's Council

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

<b>Risk Owner</b>	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
K. Waterhouse	On target	Static	November 2023

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

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

Planned Actions
<ul style="list-style-type: none"> <li>Implementation plan for new operating model in development, following staff consultation completing in Quarter Four.</li> <li>New Target Operating Model to go-live in September 2023 following recruitment to the new structure.</li> <li>Training and Development Plan to be developed to support staff moving into</li> </ul>



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

<b>Risk Owner</b>	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A. Crook	On target	Static	November 2023

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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. In addition a key control is</li> </ul>	<ul style="list-style-type: none"> <li>• Regular transformation programme review meetings, scrutiny of the Executive Committee and appropriate reporting to cabinet.</li> <li>• 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.</li> </ul>	Continued delivery of Adult Social Care Transformation plan, with a particular focus on transition, adults of working age, strengths based working, and market sustainability

the work being undertaken on the national front runners discharge programme at FGH on discharge of those with dementia and a wider programme on strengths based working. This is having an effect on reducing ALOS, reducing the number of days patients are kept away from home, and limiting the loss of independence (and therefore complexity of care package)

- 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

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	5	4	20	3	4	12

<b>Risk Owner</b>	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Swann	Some slippage	Increased	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>Inability to meet Bury 2038 carbon neutral target due to lack of resources and engagement.</li> </ul> <p>Main detailed risks described below:</p> <ul style="list-style-type: none"> <li>Lack of funding and incentives provided by Government or private industry to secure the level of change necessary to achieve carbon neutrality.</li> </ul>

Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>Greenhouse Gas Emissions Report for 2021/22 produced and shows the Council has reduced greenhouse gas emissions by 63% since 2008/09.</li> <li>Climate Strategy and Action Plan approved and published in October 2021 following public consultation.</li> <li>Climate Action Board established and is part of the Team Bury Structure.</li> </ul>	<ul style="list-style-type: none"> <li>Continued partnership work across GM.</li> <li>Climate Action Board will continue to meet Quarterly.</li> <li>Gathering progress reports from projects funded by Climate Action Fund.</li> <li>Continued delivery of Social Housing Decarbonisation bid.</li> </ul>

- 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 very 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.

- £100k of community action funding distributed to 12 community groups.
- Successful project from Six Town Housing and the Council to decarbonise over 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 10 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.
- 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.

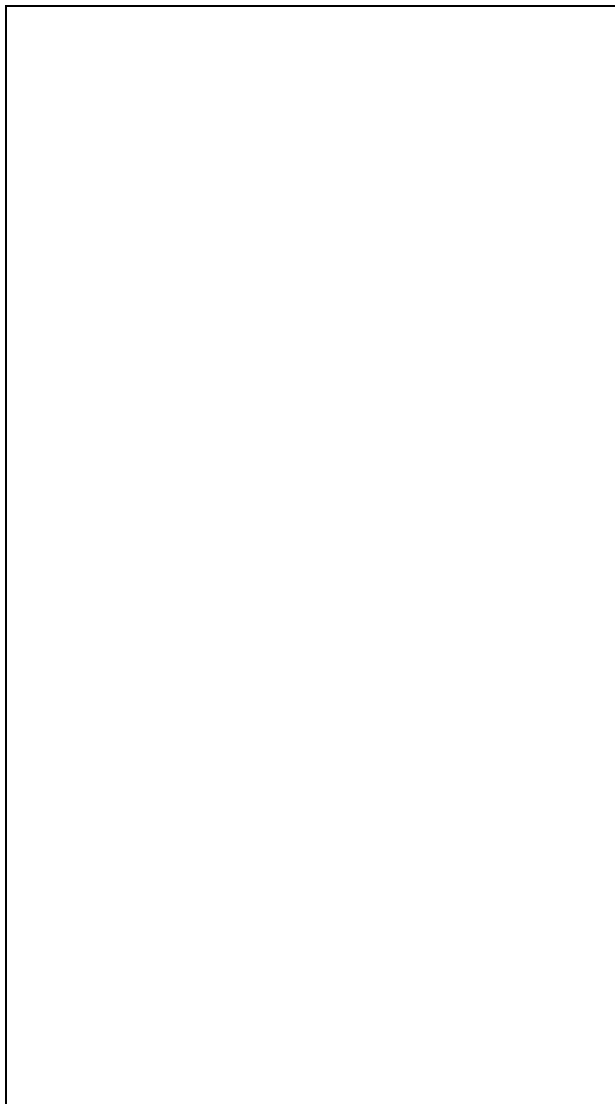
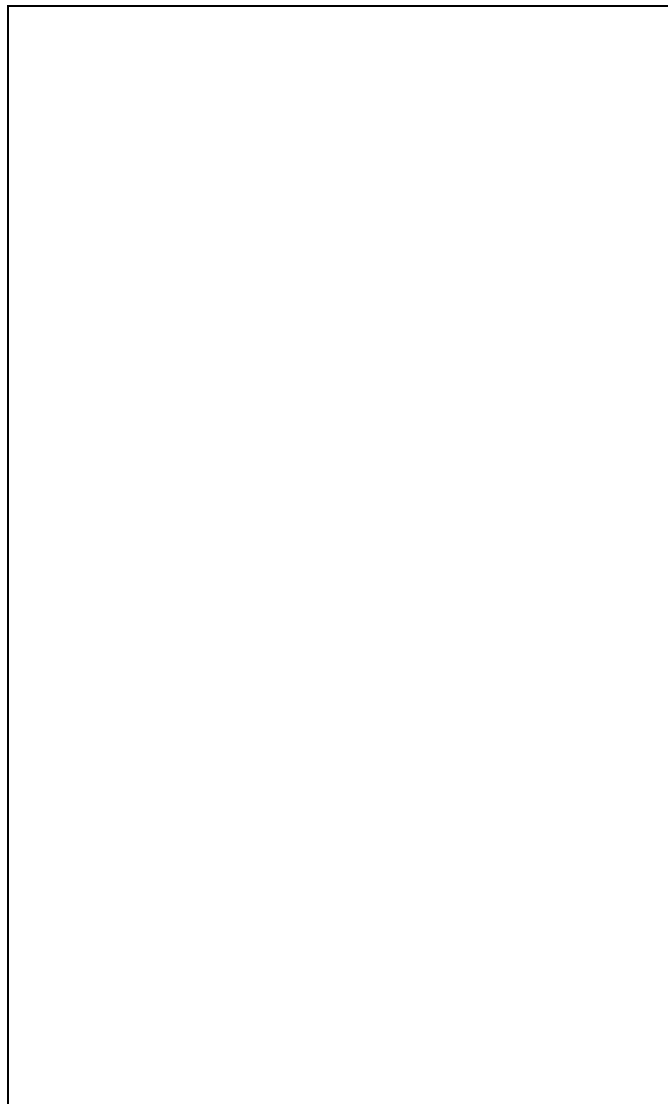
- Long term resources need to be secured to deliver Climate Change agenda - officers are temporary to the end of June 2024.
- Exploring means for securing effective local engagement on the Climate Change agenda using existing neighbourhood networks.
- Intention to expand the current car club offer to 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.
- 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

• Lack of carbon neutral solutions for larger vehicles.

- 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 52.4% staff have completed.
- 68% of streetlights are now LED lanterns.
- Working Group established for Climate Change Adaptation & Resilience.

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



- 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.
- Exploring the feasibility of a heat network in Bury Town Centre.

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)
CR7	ICS Implementation & Establishment	3	4	12	3	4	12	2	4	8

<b>Risk Owner</b>	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Blandamer	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>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.</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>Working closely as a locality as part of our winter plan - both command structure and proactive planning.</li> <li>Collaborative working within the GM Urgent Care System response meeting, operating as Gold, across the whole GM health and care system</li> <li>Working with colleagues across the GM system to ensure the GM ICS operating</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>Continue to work with GM partners as GM operating model develops.</li> <li>Transformation plans continue to be monitored monthly through IDC Board.</li> <li>Transformation Board and Adult Social Care Savings and Transformation Programme also reported to Cabinet.</li> <li>Bespoke communication approach to address this agenda.</li> </ul>



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

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.
- Conclusion of NHS GM staff transitional process in October 2023

- 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

<b>Risk Owner</b>	S. McVaigh
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>• 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.</li> <li>• National shortage of Social Workers, recent Children's department restructure sees</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>• Prioritisation through the Corporate Plan and strengthened approach to Departmental Planning &amp; Employee Reviews, including analysis of areas of cross-over and total capacity requirements</li> <li>• Agreed recruitment and retention strategies for both Childrens and Adults Social Care.</li> </ul>

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

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

- 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 through Apprenticeship Strategy
- New OD team developed through HR restructure
- Focus on values and behaviours through the LET'S Challenge

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	<b>Building Management (Operational Health &amp; Safety)</b>	4	5	20	4	5	20	3	5	15

<b>Risk Owner</b>	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
D. Ball	Some slippage	Static	November 2023

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

Current Controls
<ul style="list-style-type: none"> <li>• Corporate Health and Safety independent audit undertaken with formal report, findings and recommendations.</li> <li>• Establishment of Estates Transformation Board (BGI) to manage and oversee the disposal of selected buildings.</li> <li>• Establishment of a "Health and Safety Taskforce" with Union representation, to oversee delivery against internal audit recommendations implemented through</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• Develop the use of Concerto to improve information and processes in relation to the management of facilities across the Council's estate.</li> <li>• Produce an Asset Rationalisation Plan (Led by BGI).</li> <li>• Develop a proposal for a Facilities Management Service to act as a central point of expertise to provide support to services under a Business</li> </ul>

	<p>an improvement plan.</p> <ul style="list-style-type: none"> <li>• Decant Manager in place to support the decanting of services from buildings (temporary post)</li> <li>• Work underway to look at the future needs of education and Six Town Housing.</li> <li>• Current working practices (Mangers responsible for own buildings) remain in place</li> <li>• Whittaker Street decanted and being prepared for sale.</li> <li>• Faculties Management Board established to have oversight of the individual departments responses of asset management, including compliance monitoring. Whilst not responsible for the actual assets, the board will work alongside service building managers to ensure they have the information required in order to operate safely or report issues.</li> <li>• Head of FM recruited.</li> </ul>	<p>Partner arrangement</p> <ul style="list-style-type: none"> <li>• Finalise results of compliance audit undertaken on 26 council buildings and assess current status and any action needed.</li> <li>• Carry out a building condition survey on the Town Hall.</li> </ul>
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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	2	5	10	2	5	10	2	5	10

<b>Risk Owner</b>	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Richards	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>• Children left in harmful situations and risk.</li> <li>• 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.</li> <li>• High caseloads continue to lead to social worker high turnover which then impacts on</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Independently Chaired Improvement Board with key partners to monitor impact of the improvement Plan.</li> <li>• Regular DFE reviews.</li> <li>• Regular Ofsted Monitoring visits</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• International recruitment was successful with 23 offers made in January 2023. First cohort (4 social workers) started on 12th June and a fifth started on 11th September, with SWE registration received for a further 3 and we are now progressing through to visa applications and hope to have them on board in the next 2 months. Waiting for</li> </ul>

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.

- 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 gate-keep 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.

- Social Work England (SWE) registration for the remaining 15 (delays are a national issue).
- Develop a whole system approach to QA - building on the QA Framework already in place and taking learning on board from recent monitoring visits, while ensuring a whole system approach that will lead to 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
  - 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

<b>Risk Owner</b>	J. Dennis
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Dennis J. Gallagher	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>• Failure to meet the requirements of data protection legislation and good information governance practice / serious data breach.</li> <li>• 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.</li> </ul>

Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• Significant progress to completion of actions on ICO Workplan.</li> <li>• Comprehensive IG/Cyber Security training programme implemented.</li> <li>• Data Breach monitoring and processes significantly enhanced, reviewed arrangements to embed reporting arrangements agreed by Executive in August 2023.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing development of an annual review/refresh process for the Record of Processing Activity.</li> <li>• Escalate weekly reporting to the Director of People and Inclusion (responsible for Business Support Team).</li> <li>• Review capacity to support the Data Protection Officer.</li> </ul>



	<ul style="list-style-type: none"> <li>• IG risk management strategy implemented, including required completion of Data Protection Impact Assessments for any project involving the processing of personal data.</li> <li>• Staff induction process and system access implemented.</li> <li>• IG KPIs reviewed.</li> <li>• 2022/23 DSPT submitted and Standards Met maintained.</li> <li>• Six monthly reporting to Audit committee to ensure that the work is embedded across the Council.</li> <li>• Information Security Policy updated</li> <li>• Weekly performance reporting to Head of Service for Business Support and Data Protection Officer.</li> <li>• Additional capacity in Business Support identified to manage throughout.</li> <li>• Establishment of new Corporate Governance Board to cover all IG matters</li> <li>• Report to Executive on a weekly basis on FOI/SAR progress</li> </ul>	<ul style="list-style-type: none"> <li>• Review communications and engagement with requesters whose claim is outstanding.</li> <li>• Convene working group to strengthen process, roles and responsibilities.</li> <li>• Network of IG Champions refreshed and re-established.</li> </ul>
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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)
CR14	Staff Safety & Wellbeing	4	4	16	4	4	16	2	4	8

<b>Risk Owner</b>	S. McVaigh
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	On target	Static	November 2023

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

Current Controls
<ul style="list-style-type: none"> <li>• Corporate Health &amp; Safety Team moved under the leadership of the Director of People and additional operational management capacity in place</li> <li>• Health &amp; Safety Policy reviewed and new incident reporting process live.</li> <li>• Health and Safety staff drop-in sessions and inclusion in mandatory management training programme</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• Delivery of annual Health and Safety plan including service level risk assessment needs checkers and targeted deep dive audits</li> <li>• Targeted additional work within the Operations Department in response to external review</li> <li>• Delivery of targeted action plan related to staff sickness absence.</li> </ul>



- Robust governance arrangements, action planning and partnership working with the TUs now in place.
- New improved Occupational Health provider 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 completed.

- Review of health and safety related training. Including new mandatory E-Learning and strengthened training assurance
- Development of 3 year Health and Safety Improvement Strategy
- Review of sickness absence policy
- Review of Risk Assessment Process

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	3	5	15

<b>Risk Owner</b>	P. Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
R. Summerfield C. Logue	Some slippage	Static	November 2023

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

Current Controls
<ul style="list-style-type: none"> <li>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</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>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 applica-</li> </ul>

centre regeneration and housing programmes.

- Challenges in leveraging council assets due to macro economic environment.
- Availability of Council / External funding.
- Skills/resource availability for regeneration delivery
- Removal of revenue funding for regeneration delivery (puts at risk resource/capacity for implementation).

#### 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.

tions made for regeneration/development projects. Joint Bid being prepared to GM Growth Fund to further support project delivery and promotion. Bury have appointed an externally funded, 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.

- Establish JV structures to leverage private sector capacity.

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	5	5	25	5	5	25	2	5	10

<b>Risk Owner</b>	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
M. Kemp I. Booter	Some slippage	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>• Further increase in LGO ombudsman complaints and general complaints.</li> <li>• Further loss of parental trust and further increase in parental complaints (400% increase of complaints since March 2023)</li> <li>• Current reduction in SEND tribunals is reversed.</li> <li>• Reduction in compliance in regard to 20 week timescales (which has improved).</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>• SEND Strategic Board and plan, with clear governance and Independent Chair appointed.</li> <li>* Focused SEND inspection preparation activity - plan in place and fortnightly meetings with Local Area SEND SLT to review progress.</li> <li>• Strategic lead for SEND and EHCP team manager now in post.</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• Continue to develop training offer for Statutory assessment team to focus on case resolution. Case surgeries and inclusion service surgeries to continue.</li> <li>• Implement strengthened architecture re. SEND Development Plan clearer ownership of plans and clarity around</li> </ul>

- Ofsted/CQC inspection finds the local area to have systemic weaknesses in a local area SEND inspection, 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.

- Co-production with strategic partner Bury2Gether.
- Following education restructure increased capacity in EHCP team - increased investment in data case surgeries and inclusion surgeries now in place.
- Graduated response co-produced and implemented
- Local Offer Newsletter continues to be well received.
- Regular operational meetings with Health partners and Education and SC.
- Redesigned 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.
- Revised Senco networks

- 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.

- highlight reports and reporting frequency.
- Continue working with managers to ensure Annex A in place, to ensure we can respond promptly when we are notified of inspection.
- Develop and launch a communication and engagement strategy.
- Specific review around phone calls to SEN EHCP team and revise phone set up.

- 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 continue 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	4	5	20	4	5	20	2	4	8

<b>Risk Owner</b>	S. Evans
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. Evans	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>• 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"> <li>• to control costs,</li> <li>• manage their budgets,</li> <li>• identify and deliver savings,</li> <li>• identify and maximise opportunities to generate additional income or external funding for projects,</li> </ul> </li> </ul>

Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• Close monitoring and prioritising of all asks for support including reassigning staff to meet high profile/risk pieces of work.</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• 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. Additional capacity has also been retained through CIPFA</li> </ul>

- 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. Capacity is also being stretched due to the significant work that is required as part of the finance improvement plan, as a consequence of business partnering being a new concept for Bury, the financial position of Bury and the work needed to address the budget and demand pressures
- 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.

there were not enough candidates of 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 in the form of a childrens transformation consultant has been commissioned and an additional interim finance BP for childrens services has been retained.

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

<b>Risk Owner</b>	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Swann J. Kelly	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>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)</li> <li>A further increase of approximately £889k is expected from 2022/23 to 2023/34.</li> <li>Projected energy prices in 24/25 currently showing reduced costs - impact on budgets currently being assessed.</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>Working group established to look at mitigation options to manage the increase in energy prices.</li> <li>Delivery of the following building decarbonisation measures using funding from the Public Sector Decarbonisation Scheme (PSDS): <ul style="list-style-type: none"> <li>6 x solar PV</li> <li>2 x double glazing</li> </ul> </li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>Street lighting LED replacement programme approved as a further savings option for delivery during 2023/24 and 2024/25.</li> <li>Building/Estate Rationalisation Programme - reviews currently taking place.</li> <li>Centralising energy budgets across</li> </ul>

	<p>- 1 x new variable refrigerant flow (VRF) heating system.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Regular updates provided to Exec Team and to Schools in relation to costs.</li> <li>• Newly developed mandatory Carbon Literacy Training module available for staff and now mandatory.</li> <li>• Team Bury away day on Climate Change and impact of rising energy costs.</li> <li>• Internal communications campaign to highlight energy saving opportunities within corporate buildings.</li> <li>• 68.72% streetlights converted to LED lanterns.</li> <li>• £500K bid submitted to Swimming Pool Grant Fund - will find out if successful in Sept 23.</li> </ul>	<p>the Council to be managed by the Energy Team going forward.</p> <ul style="list-style-type: none"> <li>• Further energy saving opportunities being investigated by Energy Saving Working Group.</li> <li>• Wave (new provider) to send new Water Supply contract to Legal Team for signing and new contract start date will be 1st November 2023. All affected sites have been asked to prepare for the migration to the new contract.</li> <li>• Feasibility studies being carried out on 23 corporate buildings for potential solar PV opportunities.</li> <li>• Exploring the feasibility of a heat network in Bury Town Centre to secure stable energy costs in the future.</li> </ul>
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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	5	5	25	5	5	25	2	5	10

<b>Risk Owner</b>	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
I.Booler	Some slippage	Static	November 2023

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• Risk of Bury Council being withdrawn from Project Safety Valve (PSV) due to increased activity and not being able to eradicate the deficit on the DSG (Dedicated Schools Grant) resulting in a loss of £6m of additional funding the need to use reserves to pay the remaining of the DSG deficit, when the national dispensation ends.</li> <li>• Increase in levels of need post Covid and 63% increase in new EHCP assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Since February 2023 there has been enhanced internal project management capacity and close working between finance and the service.</li> <li>• The Governance structure has been revised; terms of reference of the Project safety Valve Board have been strengthened and there have been three multi agency workshops.</li> <li>• There have been weekly joint service</li> </ul>	<ul style="list-style-type: none"> <li>• Revising plans on the page to capture all the activity including the enabling workstreams Revise Special School top up bandings based on other local authorities and implement.</li> <li>• Internet launch of Graduated Approach toolkit.</li> <li>• September launch of Matching Provision to Need tool.</li> </ul>

mean that the eradication of the deficit will not be achieved within the agreed timescale due to the demand compounded by the continued lack of SEND sufficiency in Borough and the continued need for out of borough places.

- The latest PSV modelling is that despite £6.3m savings achieved in 2022/23, the closing deficit balance was £18.601m and currently the High Needs Block is projecting an in year overspend.
- There has been joint working across the Council, however modelling including reduced demand through the implementation of a number of strategies including the graduated approach still leaves a deficit on the DSG beyond the original timeframe of the end of 2024/25. Current modelling identifies that the historic deficit will be clear by 2028/29.
- Special educational needs and disabilities improvement adversely impacted by the challenges in regard to the safety valve agreement leading to escalation of complaints.

meetings to ensure alignment between service activity and spend.

- Since March 2023 the existing finance panel and EHCP panel has been strengthened with increased multi-agency membership including commissioning and finance.
- An additional jointly commissioned fixed term senior post within children's commissioning has been created to enable a review of our commissioning approach to ensure joint partnership working and best value.
- Education restructure has strengthened the SEN EHCP team and has also created a SEN support enhanced offer.
- The Graduated Approach has been launched with a toolkit and the Senco networks have been revised.
- 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 has gone live in September 2023.
- Completing DSG Management Plan for DfE Advisers and regular meetings with DfE Advisers. External consultant

- Recruit a schools capital programme manager.
- Review internal capacity around the PSV programme.
- Revise the management plan and the plans to eradicate the deficit for submission on 29th September.
- All workstreams being reviewed and new Plans on a Page being created to ensure clarity and consistency.

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brought in to provide additional expertise and support.
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Risk Ref.	Risk Title	Previous Quarter Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR23	Adult Social Care Reforms	3	5	15	3	5	15	3	4	12

<b>Risk Owner</b>	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A.Crook	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>• Preparation for the CQC inspection</li> <li>• There is insufficient workforce or Government funding for additional workforce to carry out the assessments required to enable customers to access their care accounts</li> <li>• Further contribution to the Council's financial pressures.</li> </ul>

Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• Briefing paper on Adult Social Care reforms submitted to Cabinet, Scrutiny and Locality Board.</li> <li>• Project Manager appointed to oversee implementation of reforms.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of IMC capacity to ensure right capacity and balanced portfolio</li> </ul>



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

<b>Risk Owner</b>	L. Cook
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Cook	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>Negative impact on resident health and wellbeing resulting from unsatisfactory housing conditions.</li> <li>Poor management of disrepair claims in public and private sector housing and insufficiently robust processes during litigation.</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>Monthly performance reports from Six Town Housing on compliance on damp and mould</li> <li>1 00% stock condition survey in progress, 68% stock assessed 100% by April 2024</li> <li>Introduction of Tenant Satisfaction</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>Additional resources achieved – GMCA Pathfinder funding to increase resources in PRS Enforcement Team and introduce civil penalties</li> <li>Develop a winter communication plan to tenants and residents</li> </ul>

- 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.

- Measures April assessed monthly
- Regular communication with tenants to encourage reporting.
  - Service standards in place to address tenant reports & remedial works
  - Staff awareness "Eyes wide open" process reviewed to ensure all staff are reporting issues and concerns & communication and customer pathways for complaints and being heard.
  - Safeguarding referrals where property condition is a factor, integrated into operating model
  - PSR enforcement team triage system in place.
  - Participation in Good Landlord scheme approved & staff appointed.
  - Recruitment of PRS Unit Manager complete.

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	3	4	12	3	4	12	3	4	12

<b>Risk Owner</b>	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
D. Dixon	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Combined with the highest fuel prices seen in decades, unprecedented financial pressures is being levied.</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>• Member of AGMA Framework to help keep fuel costs to a minimum.</li> <li>• Meeting undertaken to look at the financial implications</li> </ul>

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

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

<b>Risk Owner</b>	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
P. Stokes	On target	Static	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Increased demand and a shrinking labour market together with a scarcity of essential materials are having a major impact on con-</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>• 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</li> <li>• Redesign buildings and road schemes within available budgets or seek additional funding</li> <li>• Score will reduce once buildings reduce</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• Amend programmes of work due to increased cost of schemes.</li> <li>• Continue to modify (reduce in scope) programmes of work to meet available budgets</li> <li>• Reduce the number of schemes being delivered to release enough funding to meet the increase in costs</li> <li>• Ensure contingency allowed for in</li> </ul>

struction projects in the Highways and Engineering Service leading to increased costs and delays.

- Similar impacts are being felt across other non-construction related services e.g, Grounds Maintenance have seen circa 500% increase in the cost of herbicides

significantly and when CLL in place

- Robust budget monitoring

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	5	5	25	5	5	25	2	5	10

<b>Risk Owner</b>	L. Cook
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Cook P. Cole	Some slippage	Increased	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>Increasing demands resulting from the two refugee crisis's in the last 12 to 18 months (Afghan &amp; Ukrainian) plus the new Home of-ice asylum dispersal and resettlement scheme the numbers placed into Bury are expected to significantly increase over the next 12 months.</li> <li>The Council's statutory and non-statutory</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>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%</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>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 prop-</li> </ul>

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.
- 100%+ projected increase in asylum dispersal numbers over the next 12 months
- Use of B&B provision to meet temp accommodation demands which has increase expenditure.
- Projected significant increase in rough

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 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

erties back into use. Following the appointment of maternity cover unit 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+.
- ELA partnership: GMCA 'Let Us' - Needs refreshing with targets & outcomes.

sleeper numbers and street homeless via migration pathways and the Home office / serco – non statutory single males being the main co-hort, some with no recourse to public funds. Existing rough sleeper provision – i.e. ABEN is always at capacity / full.

- Significant lack of affordable and social housing to meet current and projected demands with limited solutions in the short to medium term. Longer term solutions dependant on future funding streams aligned with the general needs housing strategy and delivery. Similar to wider homelessness pressures.

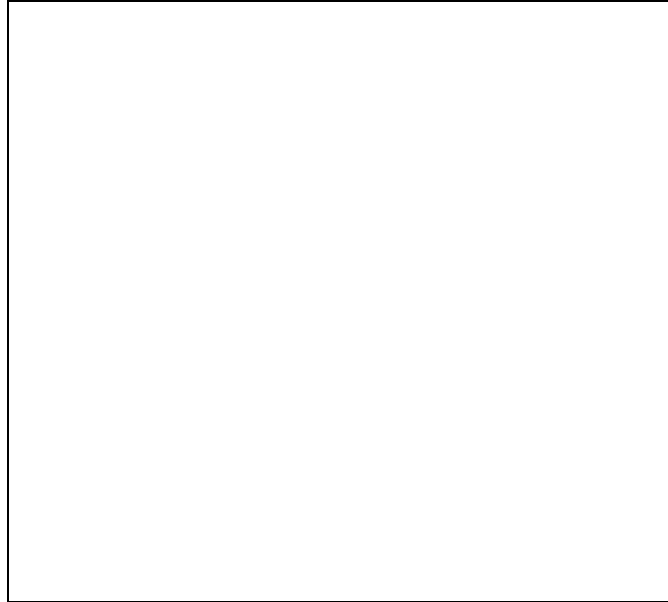
assist with demand.

- 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 including serco to help manage and support. Bi-monthly
- 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

- 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 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.
- Opdec produced and in the process



	<p>refugees with support and accommodation. Contract extended for 2nd year.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p>Signed up to National find your own home scheme in the PRS to avoid increasing demands on social housing.</p> <ul style="list-style-type: none"> <li>• Home office fast track system - HO scheme to speed up asylum decisions in their serco dispersed accommodation and pass duty to LA's. Planned actions to manage increased demands.</li> <li>• Strategic migration meeting - monthly but lacking support and buy in by other services and partners.</li> <li>• External migration funding budgets &amp; reserves available to meet demands and now being appropriately managed and governed with finance.</li> </ul>	<p>of approval to increase migration staffing by 3 fulltime temp posts to increase capacity to meet increasing demands to reduce risks. New increased governance and approvals delaying the recruitment process that may increase risk due to unexpected internal delays. Funded wholly via external migration funding.</p> <ul style="list-style-type: none"> <li>• Homelessness Hub – 30 bed complex needs provision - Continued development of the business case for Council consideration / approval in Q3/4 – 2023/24.</li> </ul>
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- Audit committee deep dive report 31/7/23 provided & presented to members for updates and feedback with further migration report to CEO for assurance to emphasis risks and mitigation of risks.
- Externally funded RTOF (Regional Transitional Outcomes Fund) worker to support 20 asylum seekers – 2 years commissioned contract with Stepping stones to deliver.
- Always exploring new opportunities to increase affordable housing supply and temp emergency housing solutions / provision.



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)
CR29	Reinforced Autoclaved Aerated Concrete (RAAC)	-	-	-	3	5	15	1	5	5

<b>Risk Owner</b>	I. Booler L.Swann P.Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L.Swann M.Beswick P.Cooke R.Summerfield	On target	New	November 2023

Key Potential Impacts
<ul style="list-style-type: none"> <li>The limited durability of RAAC roofs and other RAAC structures has long been recognised; however recent experience (which in-</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>All local authority-maintained schools, for which Bury is the Responsible Body, have been surveyed to identify the pres-</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>Priority to be given to identifying building leads for all buildings in the master list. Where building lead cannot be identified the Exec Directors will</li> </ul>

cludes two roof failures with little or no warning) suggests the problem may be more serious than previously appreciated and that many building owners are not aware that it is present in their property.

- Council needs to review all our buildings as a matter of urgency to understand if RAACs is present in any of them and the appropriate action can then be taken.

ence of RAACs and there are no outstanding issues. Assurances have been provided by all other Responsible Bodies with schools in Bury, and there are no reported concerns.

need to be named (Sep-23)

- Agreed standard response to FOIs and Press Enquiries (Sep-23)
- Produce an email to send to those responsible for buildings to explain the issue and to ask them to complete spreadsheet and provide information (to include date building was constructed, any extensions and date and copies of any building condition surveys they may have commissioned). Ensure deadline (Sep-23)
- Assess information returned to consider next steps and where to commission surveys (Oct-23)
- Identify if Development Control have information on construction materials used in buildings (Oct-23)
- Information to be shared with LS how Schools procured Pick Everard to commission surveys at a cost of approx £25k - £30k for 40 schools, the brief given to the contractor and cost information (Sep-23)
- Explore how contractor/consultant could be appointed to carry out surveys and consider asbestos management (Oct-23)
- Identify what could be sent to Commercial Estate and consider responsi-



bility in terms of the Commercial Estate (Oct-23)

- Gather information from other LA's on their actions in response to RAAC (Oct-23)
- Work with STH to check how they are responding (Oct-23)