



Corporate Risk Register 2023/2024

6th March 2024 Audit Committee Meeting

SUMMARY

Risk Ref	Risk Title	Likelihood	Impact	Score	Deep Dive last presented at the Audit Committee Meeting of
CR1	Financial Sustainability	5	5	25	12 th October 2023
CR3	Security & Resilience	4	5	20	
CR4	Digital Transformation	3	4	12	
CR5	Increasing Demand Pressures	3	5	15	12 th October 2022
CR6	Climate Change	5	4	20	31 st July 2023
CR7	ICS Implementation & Establishment	3	4	12	
CR9	Workforce Skills & Capability	4	5	20	
CR11	Building Management	4	5	20	12 th October 2022
CR12	Children's Social Care Services	2	5	10	
CR13	Regulatory Compliance	3	4	12	
CR14	Staff Safety & Wellbeing	4	4	16	30 th March 2023
CR15	Regeneration & Development	4	5	20	12 th October 2023
CR16	Special Educational Needs & Disabilities	5	5	25	12 th October 2023
CR19	Financial Capacity	5	5	25	
CR20	Increasing Energy Prices	5	5	25	14 th December 2023
CR21	Project Safety Valve	5	5	25	31 st July 2023
CR23	Adult Social Care Reforms	2	5	10	
CR25	Housing Conditions	3	3	9	
CR28	Asylum & Immigration	5	5	25	31 st July 2023
CR29	Reinforced Autoclaved Aerated Concrete	3	5	15	
CR30	Staff Safety	4	4	16	
CR31	Staff Wellbeing & Absence	4	4	16	
CR32	Elections Act 2022	3	4	12	

Risk Ref.	Risk Title	Previous 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	P. McKeivitt
-------------------	--------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
P. McKeivitt	On target	Static	March 2024

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/rising inflation/ recovery from the pandemic/ economic recession

Current Controls
<ul style="list-style-type: none"> • Medium Term Financial Strategy and plan agreed by Council 21st February; 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.

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

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 demand on services that are already being balanced by use of reserves
- 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 and Real Living Wage, and demand on Social Care services
- 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 all Council services

• Reserve Strategy and Financial Management completed as part of Medium Term Financial 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 accountability for financial management and control. MTFS now complete and approved with updated revenue budget, capital programme and Treasury Management.

- Exec Delivery Board continues to monitor savings. Work being undertaken to ensure all 23/24 savings are completed.
- Monitoring of the spend moratorium which was put in place in July on all discretionary spend to bring budget overspend back in line and bring a clearer focus on what spend can cease on an on-going 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.
- Zero based budgeting of key services continuing.

Risk Ref.	Risk Title	Previous 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
-------------------	--------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
1) K. Waterhouse 2) J. Dennis	On target	Static	March 2024

Key Potential Impacts
<p>1)• National threat level remains at substantial (unchanged since Feb 2022)</p> <ul style="list-style-type: none"> • Ongoing national threat from terrorism due to potential resurgence of terrorist activity and radicalisation of vulnerable members of community. • Monitoring national and local threat level due to conflict in the Middle East.

Current Controls	Planned Actions
<p>1)• Emergency response policies, Prevent initiative, GM Resilience Forum and Tension Monitoring Report.</p> <ul style="list-style-type: none"> • Training and updated Cyber Essentials Toolkit in place for NHS GM; PCN accreditation renewed annually for the Council. 	<p>1)• Continued early intervention work and community engagement through the Community Safety Partnership.</p> <ul style="list-style-type: none"> • Further training and investment in cyber security to be progressed against IG Action Plan timeframes. • Cyber Essentials accreditation for the Council to be achieved - Council has

• 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.

2)• General threat to safety and security of Councillors.

• Member Safety Guidance recirculated in January 2024 and individual member risk assessment completed as required.

• 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. All recommend actions have now been completed.

• Managed Security contract in place from July 2022, for 24 months.

• 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.

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 Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR4	Digital Transformation	2	4	8	2	4	8	2	4	8

Risk Owner	K. Waterhouse
-------------------	---------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A. Carter	On target	Static	March 2024

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"> Recruitment underway to fill vacant posts following the implementation of the restructuring. Design sessions being held during Q4 2023/24 to support launch of new ways of working from 1st April 2024

Planned Actions
<ul style="list-style-type: none"> Training and Development Plan to be developed to support staff moving into new roles and ensure appropriate transition plans are in place. Bid submitted to the Capital Board for Digital Strategy for 2024/27

Risk Ref.	Risk Title	Previous 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	3	5	15	2	4	8

Risk Owner	W. Blandamer
-------------------	--------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Blandamer	On target	Static	March 2024

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

Current Controls
<ul style="list-style-type: none"> • Regular transformation programme review meetings, scrutiny of the Executive Committee and appropriate reporting to cabinet. Also a new performance dashboard for ASC is being presented to cabinet in December 2023 and will be used to review effect. • Regular finance and performance meetings are now in place monthly to monitor financial and performance position. Performance and

Planned Actions
<ul style="list-style-type: none"> • Continued delivery of Adult Social Care Transformation plan , with a particular focus on transition, adults of working age, strengths based working, and market sustainability

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)

budgetary control is being maintained despite rises in demand of 18% and costs of care by 16%. For this reason the likelihood score at this review has been reduced

- 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 Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR6	Climate Change	5	4	20	5	4	20	3	4	12

Risk Owner	D. Ball
-------------------	---------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Swann (reviewed the risk prior to departure – new Officer to be assigned)	Some slippage	Static	March 2024

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.

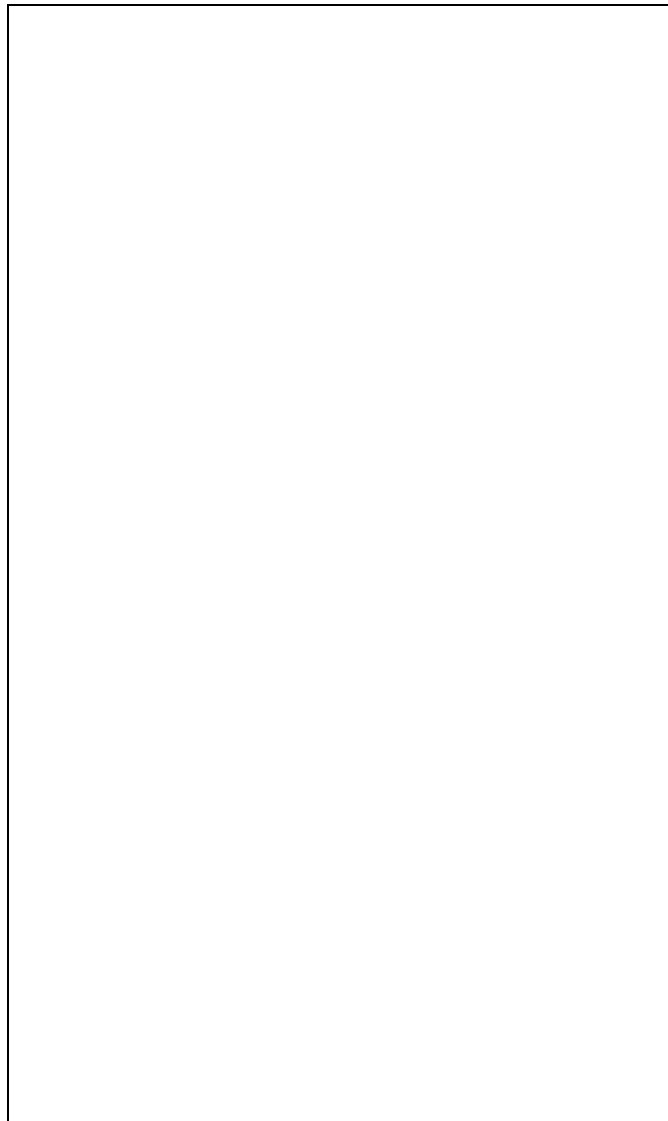
Current Controls
<ul style="list-style-type: none"> Greenhouse Gas Emissions Report for 2022/23 produced and shows the Council has reduced greenhouse gas emissions by 68% since 2008/09. Climate Strategy and Action Plan approved and published in October 2021 following public consultation.

Planned Actions
<ul style="list-style-type: none"> Continued partnership work across GM. Climate Action Board will continue to meet quarterly. Continued delivery of Social Housing Decarbonisation bid.

- 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.
- Lack of carbon neutral solutions for larger vehicles.

- Climate Action Board established and is part of the Team Bury Structure.
- £100k of community action funding distributed to 12 community groups, case study report published and video clips on the outcomes of our Community Climate Action Fund. -completed 2023
- Successful project from Six Town Housing (STH) and the Council to decarbonise 131 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 a further 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.
- E Car Club Pilot operating from Prestwich and Bury.

- Intention to expand the current car club offer to up to 20 locations through a procurement exercise.
- 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.
- Continue street lighting column replacement and LED replacement programme to reduce the electricity use and carbon footprint of our streetlighting.
- Produce annual Greenhouse Gas Reports for the Council's emissions 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.
- Integration of 15 Electric Vehicles into the Council fleet to move towards the decarbonisation of council operations.
- Produce an annual update of the Climate Action Plan to maintain a relevant



- 21 Council assets have been 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.
- Climate change e-learning course made mandatory for council employees and 52.4% staff have completed.
- 69.91% of streetlights are now LED lanterns.
- Working Group established for Climate Change Adaptation & Resilience.
- Funding approved to explore the feasibility of installing a heat network in Bury Town Centre.

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's commitment to this agenda and to help with officer retention. AD - leaving end of Jan 24 - replacement Chair required for Climate Action Board and to drive Climate Agenda. - Replacement chair appointed.
- 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 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

Risk Owner	W. Blandamer
-------------------	--------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Blandamer	On target	Static	March 2024

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

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

Planned Actions
<ul style="list-style-type: none"> Continue to work with GM partners as GM operating model develops. Review of operating model to assure delivery of NHS GM obligations locally commenced November 2023 Transformation plans continue to be monitored monthly through IDC Board.



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

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

Risk Ref.	Risk Title	Previous 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	5	15

Risk Owner	S. McVaigh
-------------------	------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	On target	Static	March 2024

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 or retain staff. Likelihood increased given current regional and national recruitment challenges across a range of roles. • Increased costs through requirement to utilise more expensive agency or consultancy resources

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 • Agreed recruitment and retention strategies for both Childrens and Adults Social Care.

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. • Alongside the above, a review of recruitment and attraction strategies a key HR priority fort 24/25 • Resource planning for key new priorities e.g. LUF and Children's Improvement.

• National shortage of Social Workers, recent Children's department restructure sees the creation of a number of posts, however services continue to run with a high level of agency staff.

• International recruitment programme for Children's Social Workers and wider recruitment and retention strategy including the GM Pledge.

• 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 in place following HR restructure

• Focus on values and behaviours through the LET'S Challenge

• Pulse Survey and corporate and departmental response plans

• Refresh and update core policies and procedures.

• Values and behaviours work and wider focus on engagement linked to Pulse Survey.

• Engagement in LGA work on local government recruitment

• Strengthened recruitment procedures including launch of iTrent Onboarding and new ATS contract

Risk Ref.	Risk Title	Previous 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
-------------------	---------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
D. Ball	Some slippage	Static	March 2024

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

Current Controls
<ul style="list-style-type: none"> • Corporate Health and Safety independent audit undertaken with formal report, findings and recommendations. • Establishment of Estates Transformation Board (BGI) to manage and oversee the disposal of selected buildings. • Decant Manager in place to support the decanting of services from buildings (temporary post).

Planned Actions
<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 (Led by BGI). • Develop a proposal for a Facilities Management Service to act as a central point

	<ul style="list-style-type: none"> • Work underway to look at the future needs of education and Six Town Housing. • Current working practices (Managers responsible for own buildings) remain in place. • Whittaker Street decanted and being prepared for sale. • Facilities 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. • Head of FM recruited. • Spreadsheet produced to monitor compliance issues ('big 6') across the 26 council buildings and progress is reported fortnightly to Exec Team. • Project Officer (6-month secondment) recruited to and in post. 	<p>of expertise to provide support to services under a Business Partner arrangement.</p> <ul style="list-style-type: none"> • Carry out a building condition survey on the Town Hall. • Approval received to recruit the following posts ahead of the FM restructure: Fire Safety Officer, Procurement & Contracts Officer. • Following recruitment gather compliance information for the remaining Council estate. • Procurement & Contracts post to centralise contracts for building related compliance/maintenance. • Expand the compliance spreadsheet to include additional Council buildings.
--	---	---

Risk Ref.	Risk Title	Previous 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

Risk Owner	J. Richards
-------------------	-------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Richards	On target	Static	March 2024

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. • Regular Ofsted Monitoring visits 	<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 and an additional 3 have joined since. Delays in Social Work England (SWE) registration - highlighted as a national issue - is the main cause of delay for the remainder. A further 4 are due in

- 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.

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

- 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. • 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.

- Regular Ofsted Monitoring visits

- Recruitment and Retention plan following

March and our recruitment partner has assured us all should be in Bury by May 2024.

- We continue to focus on our QA Framework to ensure it is well embedded - we have additional capacity through our QA officers to ensure the scaffolding is in place to support the audit framework. We are also introducing additional elements to our approach, starting with observations of practice by our senior leadership team which will be planned for March/April.

- * We have appointed an Interim Head of Service Safeguarding Unit/PSW to provide leadership in this critical area, leaving no vacancies in our Senior Leadership team. The HoS will lead the L&D Plan to support improved quality of practice.

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.

Risk Ref.	Risk Title	Previous 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
-------------------	-----------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Dennis J. Gallagher	On target	Static	March 2024

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	Planned Actions
<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. 	<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).

• Increased number of Childrens SEN complaints escalated to the Local Government Ombudsman

• 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

• Report to Executive on a weekly basis on FOI progress

• Restructure of delivery of IG support

• 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.

• Escalate monthly reporting of LGO complaints to the CE and MO.

• Regular meetings held with the Department and Complaints lead and additional staffing support to department

• Restructure of complaints team to report to the Monitoring Officer

• Regular meetings planned with the Assistant Ombudsman

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

Risk Owner	S. McVaigh
-------------------	------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	On target	Static	March 2024

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

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

Planned Actions
<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 in response to external review



- 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.

- Delivery of targeted action plan related to staff sickness absence.
- 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 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

Risk Owner	P. Lakin
-------------------	----------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
R. Summerfield C. Logue	Some slippage	Static	March 2024

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

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, Planning, Skills and Marketing & Promotion. 	<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. Joint Bid being prepared to GM Growth Fund to

shifts increasing cost of delivering town 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).

• 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.

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 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

Risk Owner	J. Richards
-------------------	-------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
M. Kemp S. Holden	Some slippage	Static	March 2024

Key Potential Impacts
<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 (400% increase of complaints since March 2023) • Current reduction in SEND tribunals is reversed.

Current Controls	Planned Actions
<ul style="list-style-type: none"> • SEND Strategic Board and plan, with clear governance and Independent Chair appointed. * Focused SEND inspection preparation activity - plan in place and fortnightly meetings with Local Area SEND SLT to review progress. 	<ul style="list-style-type: none"> • Continue to develop training offer for Statutory assessment team to focus on case resolution. Case surgeries and inclusion service surgeries to continue. • Implement strengthened architecture re. SEND Development Plan clearer ownership of plans and clarity around highlight reports and reporting frequency.

- Reduction in compliance in regard to 20 week timescales (which has improved).
- 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.

- Strategic lead for SEND and EHCP team manager now in post.
- 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

- 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.
- Develop engagement strategy to include the CEO and DCS in meetings with the parents who attend scrutiny in protest.
- Revise SEN support strategy and to ensure EHCP data is known across the Local area - reports have been shared with SEND Partnership and also Locality Board.



- Engaged independent company to assure all plans and structural solutions
- Monthly roof checks.

• Implement QA framework and to continue multi agency audits - multi-agency audit completed Nov 2023

Risk Ref.	Risk Title	Previous 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

Risk Owner	P. McKevirt
-------------------	-------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
P. McKevirt	On target	Static	March 2024

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,

Current Controls
<ul style="list-style-type: none"> • Reviewing current structure. Service gaps that have been identified are being filled short term whilst the structure is revised. Report approved by Council on 21st February on senior finance structure. •The main post to be filled is the Director of Finance. An advert has gone out and recruitment takes place in March and April.

Planned Actions
<ul style="list-style-type: none"> • Senior management finance structure now complete and out to recruitment. Series of sessions with finance team to identify gaps in key services in the structure. Short term placements being made to fill these gaps whilst structure is revised.

- identify and maximise opportunities to generate additional income or external funding for projects,
 - to submit government and funding returns,
 - be supported in financial business case development for project work.
- Senior members of the finance department undertaking pieces of work that should be completed by capable qualified staff - resulting in additional pressure on a few key individuals. 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.

--	--

Risk Ref.	Risk Title	Previous 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
-------------------	---------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Swann (new Officer to be assigned) J. Kelly	On target	Static	March 2024

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"> Delivery of the following building decarbonisation measures using funding from the Public Sector Decarbonisation Scheme (PSDS): <ul style="list-style-type: none"> - 6 x solar PV - 2 x double glazing - 1 x new variable refrigerant flow (VRF) heating system. 	<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.

- Projected energy prices in 24/25 currently showing reduced costs - impact on budgets currently being assessed.

- 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 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.
- Streetlighting LED replacement programme remains underway.
- £500K bid submitted to Swimming Pool Grant Fund, however, unfortunately this bid was unsuccessful.
- New water supply contract procured and commenced on 01/11/23. This includes schools, all corporate buildings and selected 3rd party organisations.

- Centralising energy budgets across the Council to be managed by the Energy Team going forward.
- Further energy saving opportunities being investigated.
- A deep dive report was submitted for the Audit committee in December 23.
- Feasibility studies being carried out on 23 corporate buildings for potential solar PV opportunities.
- Exploring the feasibility of a heat network in Bury Town Centre to secure stable energy costs in the future.
- Explore impact of projected gas and electricity charges on 24/25 budget.

Risk Ref.	Risk Title	Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR21	Project Safety Valve	5	5	25	5	5	25	2	5	10

Risk Owner	J. Richards
-------------------	-------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. Holden	Some slippage	Static	March 2024

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 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. • Increase in levels of need post Covid and 63% increase in new EHCP assessments mean that the eradication of the deficit will not be achieved

Current Controls	Planned Actions
<ul style="list-style-type: none"> • Since February 2023 there has been enhanced internal project management capacity and close working between finance and the service. • 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. 	<ul style="list-style-type: none"> • Internet launch of Graduated Approach toolkit - this is underway using the GAT on the existing Bury Directory. Working with IT to move this to a Council micro-site, pending resource availability from IT. • Recruit a schools capital programme manager.

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 over-spend.
- 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.

- There have been weekly joint service 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.

- Review internal capacity around the PSV programme and begin the recruitment process.

- | | | |
|--|--|--|
| | <ul style="list-style-type: none">• Completing DSG Management Plan for DfE Advisers and regular meetings with DfE Advisers. External consultant brought in to provide additional expertise and support.• Revised plans on the page to capture all the activity including the enabling workstreams• Revised the management plan and the plans to eradicate the deficit and submitted to the DfE at the end of September.• Autumn Term launch of Matching Provision to Need tool. | |
|--|--|--|

Risk Ref.	Risk Title	Previous 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	2	5	10	3	4	12

Risk Owner	W. Blandamer
-------------------	--------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A.Crook	On target	Static	March 2024

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

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

Risk Ref.	Risk Title	Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR25	Housing Conditions (Damp, Mould & Condensation)	3	3	9	3	3	9	2	3	6

Risk Owner	D. Ball
-------------------	---------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
D. Ball	On target	Static	March 2024

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

Current Controls	Planned Actions
<ul style="list-style-type: none"> • Monthly performance reports from Six Town Housing on compliance on damp and mould - 100% stock condition survey in progress, 68% stock assessed 100% by April 2024. • Introduction of Tenant Satisfaction Measures April assessed monthly. • Regular communication with tenants to encourage reporting. 	<ul style="list-style-type: none"> • Additional resources achieved – GMCA Pathfinder funding to increase resources in PRS Enforcement Team and introduce civil penalties Commenced Jan 2024 (24 Months). • Develop a winter communication plan to tenants and residents.

concerns as a result of limitations on current capacity.

- Risk of adverse publicity and reputational damage.

- Service standards in place to address tenant reports and remedial works.

- Staff awareness "Eyes wide open" process reviewed to ensure all staff are reporting issues and concerns and 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 and staff appointed.

- Recruitment of PRS Unit Manager complete.

Risk Ref.	Risk Title	Previous 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	3	5	15

Risk Owner	K. Waterhouse
-------------------	---------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
P. Cole	Some slippage	Increased	March 2024

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

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

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. Steering group – timescales to have new allocations policy with common housing

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 and further financial risk.
- Projected significant increase in rough sleeper numbers and street homeless via migration

- Development of the Private rented sector to maximise accommodation opportunities. new incentive scheme developed with identified funding - Now recruited PRS Development coordinator - recommence PRS incentive scheme to increase access to properties.
- 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.
- Maximising all opportunities with the 20+ registered social landlord providers in the Borough to ensure all new developments supported by the Council or wider that they provide either social or affordable housing that's accessible for homelessness inc. asylum seekers / refugees within those new developments to assist with demand.
- Reviewing the allocations policy to include a common housing register with all RP's to gain greater access to all social housing across the Borough not just the Council. Now appointed HQN to carry out the independent review by Nov / Dec 23. Legal Advice - will

register by early 2024. Commissioned provider appointed - HQN - Delays due to further internal feedback on the policy. Further 28 days formal consultation and then 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+. Due to challenging, expensive and small PRS - Serco have struggled to source properties to meet their targets.
- ELA partnership: GMCA 'Let Us' - Needs refreshing with targets & outcomes. Awaiting details of new scheme via GMCA.
- Progress delayed due to PRS Development coordinator leaving in June and internal HR blockage in obtaining approval to recruit permanently. Now recruited and re-commenced delivery of the PRS incentive scheme to increase access to PRS properties. Positive outcomes especially out of borough for permanent placements

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 – ie 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.

- Further potential refugee crisis - Gaza / Israel conflict could increase refugee numbers further especially if escalates - recent Govt change to legislation to provide / access social housing and services.

- Significant increases in single male migrants via home office - evicted and made street homeless by the HO - no duty by the Council to accommodate but increases our risks.

- Migrant rough sleepers turned up at the TH expecting Council housing - intimidating but also reputational risk created for the Council due to actions of the Home Office out of our control.

- Non statutory provision full - ABEN & now a waiting list due to 80% increase in migration rough sleepers.

- Increases in B&B use and cost putting extra stress on existing budgets

not need cabinet approval just 28 days formal consultation as no significant changes.

- Co-delivery of the new Homelessness Strategy with Bury Homeless partnership - ongoing - new report to the overview and scrutiny committee in March 24 - further 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

- Existing pathways for non-statutory provision for asylum seekers evicted from Home office accommodation but provision is now full

- 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 3rd year to Oct 24 - then self sufficient in affordable housing.

- New funding - Afghan Bridging hotel impact - Any Afghan persons that have entered the UK on the ARAP and ACRS Scheme and

for migration due to affordability within the Borough.

- New social housing strategy for the Borough to complement the Homelessness Strategy - process and approach to be agreed to evidence demands /needs. Ongoing. Recent GMCA paper that will support this element to increase social and affordable housing - 30,000 new social / affordable properties between 2024 to 2038.

- Explore all opportunities to increase emergency & permanent accommodation - Social, affordable & PRS. Need future strategy with timescales and outcomes to support operational delivery. eg - Former magistrates court site and close working with BGI colleagues to explore and progress all opportunities - capacity an issue.

- 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 and expensive. Significant extra cost for TA and service budgets.

- Migration staffing approved - 3 fulltime temp posts to increase capacity to meet

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. Signed up to National find your own home scheme in the PRS to avoid increasing demands on social housing.

- 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. Sit up provision in partnership with local church - 18 extra spaces for 8 weeks & cold weather provision. Exploring other options to meet increasing migration demands and emergency accommodation.

- Strategic migration meeting - monthly but lacking support and buy in by other services and partners. Need to re-start meetings with new schedule and membership.

- External migration funding budgets & reserves available to meet demands and now being appropriately managed and governed with finance.

increasing demands and reduce risks. Initial delays internal process but now advertised and recruiting. Funded wholly via external migration funding. To recruit asap.

- Homelessness Hub – 35 bed complex needs provision - Continued development of the business case for Council consideration / approval in Q3/4 – 2023/24. •Draft Business case produced & feasibility study - Meeting BGI colleagues to agree approval process - Regeneration Board, Growth sub group + Cabinet approval - align with governance timescales / dates. Aiming for Feb 24 Cabinet. Regeneration Board approved - Cabinet 14th Feb for final consideration / approval.

- Extra non stat migration provision provided in partnership with a local church - 18 additional spaces / sit up and exploring further partnerships in the sector to increase further based on projected increases out of our control via the Home office.

- Continue to explore options out of borough that are more affordable - recent success but migrants are refusing all other options to accommodated temporary of permanently as they only want council housing which is an unreasonable expectation.

- | | | |
|--|---|--|
| | <ul style="list-style-type: none">• 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. To be delivered internally when contract ends in April 24 via the new migration worker roles & to fund these posts.• Always exploring new opportunities to increase affordable housing supply and temp emergency housing solutions / provision. ie Magistrates court - 38 1 & 2 bed flats for permanent affordable accommodation to free up capacity in Homeless TA. | |
|--|---|--|

Risk Ref.	Risk Title	Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR29	Reinforced Autoclaved Aerated Concrete (RAAC)	3	5	15	3	5	15	1	5	5

Risk Owner	L. Swann (new Owner to be assigned) P. Lakin S. Holden
-------------------	--

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Swann (new Officer to be assigned) M. Beswick P. Cooke R. Summerfield R. Frith	On target	Static	March 2024

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> • The limited durability of RAAC roofs and other RAAC structures has long been recognised; however recent experience (which includes 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. 	<ul style="list-style-type: none"> • All local authority-maintained schools, for which Bury is the Responsible Body, have been surveyed to identify the presence 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. • Identified all building leads for buildings in the master list. • Email sent to all responsible leads 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). Initial exercise identified 3x potential buildings with RAACs present - 2x eliminated and RAACs confirmed at Bury Market. • RAACs assessment sheet developed to document Building Control RAAC assessment visits. • Of the remaining buildings (those not included in the BGI Building Condition Surveys (see planned actions)) on the spread sheet none of those listed have been identified by Building Control as a RAAC risk in that they have not been built using the methods considered where RAAC would be used, or they 	<ul style="list-style-type: none"> • BGI commissioned Building Condition Surveys of approximately 50x buildings and RAACs will be checked as part of these surveys. Any remaining buildings to be checked by Building Control/contracted out depending on capacity of the team. • BGI to identify what could be sent to Commercial Estate and consider responsibility in terms of the Commercial Estate. • Follow up STH to check how they are responding. • Building Control to follow up visit to one building to confirm no RAACs present.



are not of a different type of construction or pre-date RAAC.

- RAACs is being overseen by the Facilities Management Board.



Risk Ref.	Risk Title	Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR30	Staff Safety	-	-	-	4	4	16	2	4	8

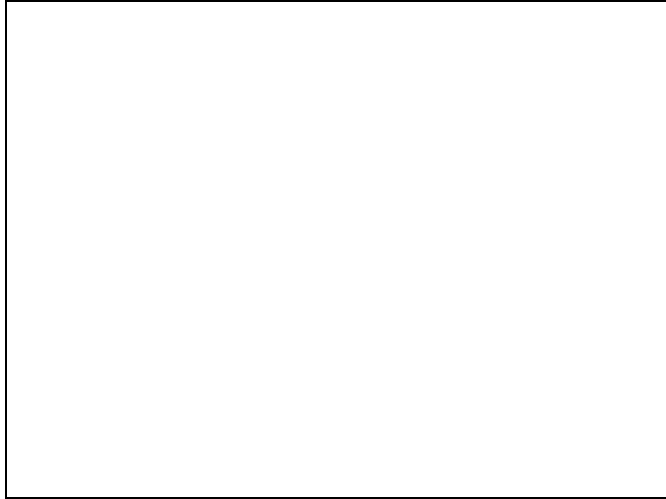
Risk Owner	S. McVaigh
-------------------	------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	On target	New	March 2024

Key Potential Impacts
<ul style="list-style-type: none"> Harm to staff and potential legal, financial and reputational implications for the authority of failure to comply with health and safety legislation and embed a health and safety aware culture.

Current Controls
<ul style="list-style-type: none"> Corporate Health & Safety Team expanded to take account of Housing transfer and need for focused work in Operations (but note current vacancies) Health & Safety Policy, Annual Plan, Quarterly Reporting and improved incident reporting mechanisms in place

Planned Actions
<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 in response to external review



- Mandatory health and safety training for all staff live and inclusion in management development programme
- Regular health and safety communications as part of the Council's internal comms cycle
- Robust governance arrangements, action planning and partnership working with the TUs now in place.
- Quarterly cycle of targeted H&S audits
- External review of Health and Safety in Operations Department completed.

- Review of risk assessment policy and procedure to provide greater corporate oversight
- Development of 3 year Health and Safety Improvement Strategy
- Review of essential health and safety training compliance
- Recruitment to additional Health and Safety Advisor roles

Risk Ref.	Risk Title	Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR31	Staff Wellbeing and Absence	-	-	-	4	4	16	3	4	12

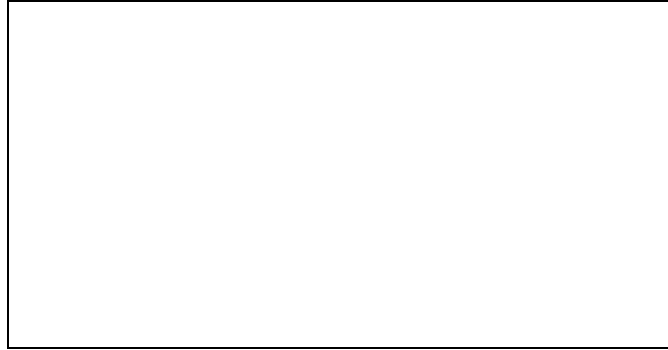
Risk Owner	S. McVaigh
-------------------	------------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	On target	New	March 2024

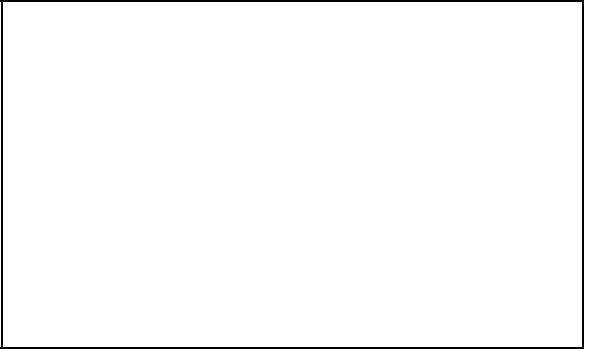
Key Potential Impacts
<ul style="list-style-type: none"> • Staff wellbeing, welfare and morale may potentially result in increased cases of stress, depression and general absence, thereby impacting service delivery.

Current Controls
<ul style="list-style-type: none"> • New improved Occupational Health provider in place • Employee assistance programme and comprehensive health and wellbeing offer in place which incorporates mental wellbeing support.

Planned Actions
<ul style="list-style-type: none"> • Delivery of targeted action plan related to staff sickness absence. • Review of sickness absence policy • Review of wellbeing offer and strategy support



- Targeted improvement plan for sickness absence levels, including focus on hotspot services.
- Strengthened emphasis on wellbeing in Employee Review process
- Wider work on culture, engagement, planning and prioritisation to support a positive working environment



Risk Ref.	Risk Title	Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR32	Elections Act 2022	-	-	-	3	4	12	2	4	8

Risk Owner	J. Dennis
-------------------	-----------

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Dennis R. Everitt	On target	New	March 2024

Key Potential Impacts
<ul style="list-style-type: none"> • The democratic legitimacy of the Council could be undermined, increasing the risk of challenge by petition following the elections. • There may be recruitment issues in attracting polling staff, as they will have greater responsibilities, including challenging voters in regard to ID verification.

Current Controls	Planned Actions
<ul style="list-style-type: none"> • The democratic legitimacy of the Council could be undermined, increasing the risk of challenge by petition following the delivery of the 2024 Local and Mayoral elections within legislation and guidance • Additional financing will be provided from the Government for implementation, but this 	<ul style="list-style-type: none"> • Additional training to be provided to election staff. • Funding from the Government is undergoing review by finance.

- There may be issues with postal votes being rejected due to insufficient communications around the new requirements
- Issues with new portal meaning that postal and proxy votes can't be processed
- Overseas elector applications taking excessive amounts of time to process
- Candidates and agents not abiding by new legislation

will only cover the costs associated with processing overseas electors applications, postal and proxy votes

- 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.
- Each political group briefed
- 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. More is expected in April.