



# **Corporate Risk Register 2024/25**

**Quarter 2**

## 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 <sup>th</sup> October 2023
CR3	Security & Resilience	4	5	20	
CR4	Digital Transformation	3	4	12	
CR5	Increasing Demand Pressures	3	5	15	12 <sup>th</sup> October 2022
CR6	Climate Change	5	4	20	31 <sup>st</sup> July 2023
CR7	ICS Implementation & Establishment	3	4	12	
CR9	Workforce Skills & Capability	4	5	20	
CR11	Building Management	4	5	20	12 <sup>th</sup> October 2022
CR12	Children's Social Care Services	2	5	10	
CR13	Regulatory Compliance	3	4	12	
CR15	Regeneration & Development	5	5	25	12 <sup>th</sup> October 2023
CR16	Special Educational Needs & Disabilities	5	5	25	12 <sup>th</sup> October 2023
CR19	Financial Capacity	4	5	20	
CR20	Increasing Energy Prices	2	4	8	14 <sup>th</sup> December 2023
CR21	Project Safety Valve	5	5	25	31 <sup>st</sup> July 2023
CR23	Adult Social Care Reforms	2	5	10	6 <sup>th</sup> March 2024
CR28	Asylum & Immigration	4	5	20	31 <sup>st</sup> July 2023
CR29	Reinforced Autoclaved Aerated Concrete	3	5	15	
CR30	Staff Safety	3	4	16	
CR31	Staff Wellbeing & Absence	4	4	16	25 <sup>th</sup> July 2024
CR32	General Election	3	4	12	
CR33	Housing Services Transition	3	5	15	
CR34	Sure Maintenance Contract	2	5	10	
CR35	Insurance Cover	3	5	15	

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR1	<p><b>Financial Sustainability</b></p> <p>The risk of financial sustainability in local government arises from revenue shortfalls, rising costs, excessive debt, and inadequate financial planning. These factors can undermine the government's ability to provide services and meet long-term obligations</p>	5	5	25	5	5	25	5	5	25	3	3	9

<b>Risk Owner</b>	N. Kissock
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
N. Kissock	On target	Static	December 2024

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> </ul>

Current Controls
<ul style="list-style-type: none"> <li>2025/26 Budget and Medium Term Financial Strategy agreed by Council 21st February with a contribution from reserves of c£15m which was reduced to c£13m at July Cabinet following increase in grant and sales, fees and charges. Quarterly reporting of the forecast financial position reported to</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>MTFS has been reviewed and refreshed with the outcome and impact on the forecast funding gap to be reported through to November Cabinet along with new initial savings proposals for the 2025/26 budget and a proposed strategy to address the remaining gap which will</li> </ul>

- Public sector spending/rising inflation/ recovery from the pandemic/ economic recession impacting ability to continue to deliver effective services.

- Winter demands increasing pressure on ASC budgets.

- Brexit related pressures such as loss of EU funding, disruption to supply chains and increased inflation.

- 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 are national issues and particularly acute on the Children's care market.

- 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 which would result in the need to issue a S114 notice as the Council may not be financially sustainable

- Ongoing cost of living pressures will result in increased demand for public services.

Cabinet and monthly monitoring of general fund budgets and DSG. Revised DfE 'Safety Valve' deficit recovery management plan developed and approved. Close scrutiny and escalation to Executive Team and Members.

- Reserve Strategy completed as part of Medium Term Financial Plan and budget set in February.

- Budget Strategy Principles, complete review of all budgets as part of zero based budgeting approach and improved reporting to Departmental Management Teams. Focused work with Directorates on developing budget proposals.

- 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.

be then subject to consultation and the outcome reported back through to Cabinet and Council.

- Q1 2024/25 forecast outturn position reported to September Cabinet with small overspend being forecast and pressures primarily in CYP and HAC which will be kept under close review.

- Exec Delivery Board continues to monitor the delivery of previously agreed savings on a monthly basis supported by PMO. Reprofile of delayed and any undeliverable savings will be reported and reflected in the November Cabinet update.

- Initial savings proposals developed following star chamber and zero based budget exercises which has been supplemented by more detailed budget and benchmarking / unit cost analysis to identify where there is scope for further reductions in cost.

- Lobbying of GMCA and Government for additional funding and support to LAs continues through the political and professional channels.

- Use of apprentices and training of existing workforce to ensure a workforce

• Ongoing impact of inflationary pressures and interest rates has an impact on the affordability of all Council services

which meets both current and future needs.

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CR3	<b>Security and Resilience</b> Security and resilience risks in local government involve the potential for disruptions from cyberattacks, natural disasters, or other emergencies that threaten public safety, critical infrastructure, and essential services. Insufficient preparedness, weak cybersecurity, and inadequate disaster response plans can hinder the government's ability to protect assets and recover quickly from crises, leading to service outages, financial loss, and public trust erosion	5	5	25	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	December 2024

Key Potential Impacts
1) • National threat level remains at SUSTANTIAL (unchanged since Feb 2022)

Current Controls
1)• Emergency response policies, Prevent initiative, GM Resilience Forum and Tension Monitoring Report.

Planned Actions
1)• Continued early intervention work and community engagement through the Community Safety Partnership.

- 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.

- 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.

- Community tensions and potential disturbances

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

- Training and updated Cyber Essentials Toolkit in place for NHS GM; PCN accreditation renewed annually for the Council.

- 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.

- Leadership readiness regarding community tensions, with all Business Continuity Plans and risk assessments updated.

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

- PSN submitted for renewal.

- Creation of ISO27001 level documentation.

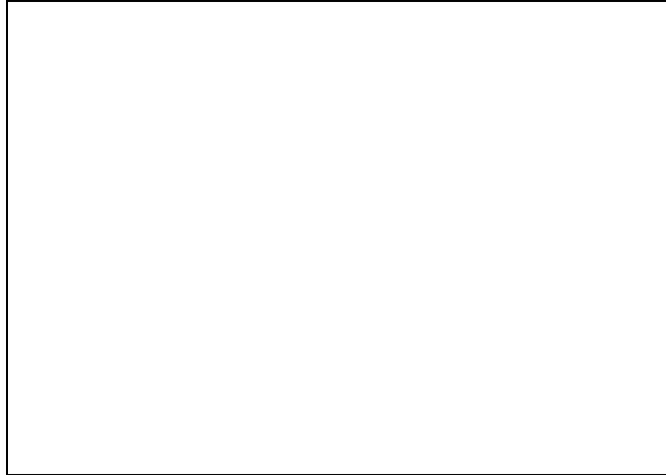
- Further training and investment in cyber security to be progressed against IG Action Plan timeframes.

- Cyber Essentials accreditation for the Council to be achieved

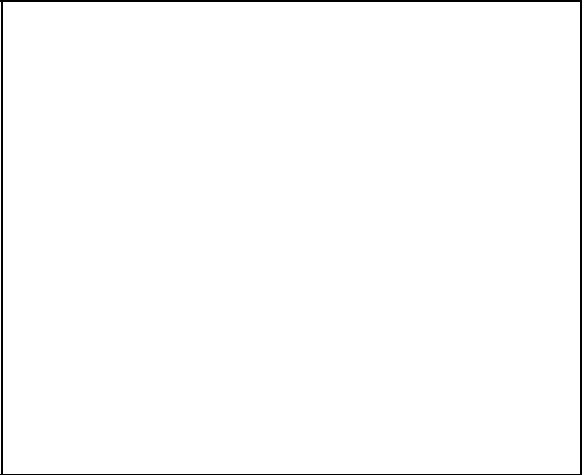
- New partnership with Salford using a joint Security Operations Centre

- Cyber security simulation exercises

2)• No further actions - monitored on an ongoing basis



- Introduction of Zabbix for heightened network monitoring
  - Decommission of old Citrix environment
  - 2FA implemented across the estate
  - External warning message added to emails to reduce risk of phishing attack
- 2)• Newly appointed Councillors received security awareness training during induction process





Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
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CR4	<p><b>Digital Transformation</b></p> <p>Digital transformation risks in local government stem from the challenges of adopting new technologies to improve services and operations. Key risks include outdated infrastructure, insufficient staff training, resistance to change, and data security vulnerabilities. Failure to effectively implement digital solutions could lead to inefficiencies, increased costs, data breaches, and missed opportunities for service improvements, ultimately impacting public trust and operational effectiveness</p>	3	4	12	3	4	12	3	4	12	2	4	8

<b>Risk Owner</b>	K. Waterhouse
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<b>Responsible Officer</b>	<b>Risk Action Status</b>	<b>Trend</b>	<b>Next Risk Review Date</b>
A.Carter	On target	Static	December 2024

<b>Key Potential Impacts</b>
<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>

<b>Current Controls</b>
<ul style="list-style-type: none"> <li>Recruitment underway to fill vacant posts following the implementation of the restructure.</li> </ul>

<b>Planned Actions</b>
<ul style="list-style-type: none"> <li>Training and Development Plan to be developed to support staff moving into new roles and ensure appropriate transitions plans are in place.</li> </ul>

- Design sessions being held during Q4 2023/24 to support launch of new ways of working from 1st April 2024

- Bid submitted to the Capital Board for Digital Strategy for 2024/27

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CR5	<b>Increasing Demand Pressures</b> There is a risk that rising demand for a range of services across the council and the NHS create unsustainable pressures on council services and budget	4	5	20	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
W. Blandamer	On target	Static	December 2024

Key Potential Impacts
<ul style="list-style-type: none"> <li>There are significant potential impacts - increasing waiting lists for assessments and intervention/treatment, increased and unsustainable pressures on workforce, potential harm to residents while waiting for treatment or assessment, financial cost of meeting extra demand, failure to deliver council and NHS statutory obligations, and pressures between partners in the health and care system.</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>Within the council ASC function controls are in place - Regular transformation programme review meetings, scrutiny of the Executive Committee and appropriate reporting to cabinet. Also the performance dashboard for ASC is now in regular production.</li> <li>Regular finance and performance meetings are now in place monthly to monitor financial and performance position. Performance and budgetary control is being maintained</li> </ul>

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

• In particular 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. There is also a risk to the delivery of childrens services improvement and achievement of SEND priority action plan commitments as a consequence of significant demand pressures in childrens health services, including demand for mental health services, for speech and language therapy and for community paediatric services.

despite rises in demand of 18% and costs of care by 16%.

- Real living wage agreed and funded through contracts for all social care packages.
- Further controls are in place recognising that NHS pressures impact on ASC and other council services cost and demand. In particular the Locality Board review system wide pressures on a monthly basis and co-ordinate the delivery of a comprehensive programme focused on prevention and demand management - in primary care, urgent care, mental health, childrens services, learning disabilities and other key programmes. A particular focus is demand and cost associated with urgent care processes within the hospital. Work is being done to improve flow within the hospital and maintaining independence of patients as far as possible via the national front runner discharge programme and also the continuous flow programme (April 2024)

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CR6	<p><b>Climate Change</b></p> <p>Climate change poses significant risks to local governments, including damage to infrastructure, increased operational costs, public health challenges, and economic disruption. Extreme weather events, rising sea levels, and environmental degradation may strain public services, exacerbate inequality, and increase legal and compliance risks. and can present harm to residents.</p>	5	4	20	5	4	20	5	4	20	3	4	12

<b>Risk Owner</b>	D. Ball
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<b>Responsible Officer</b>	<b>Risk Action Status</b>	<b>Trend</b>	<b>Next Risk Review Date</b>
B. Thomson	On target	Static	December 2024

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

Planned Actions
<ul style="list-style-type: none"> <li>Continued partnership work across GM.</li> <li>Climate Action Board will continue to meet quarterly.</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.
- 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.
- 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).
- E Car Club Pilot operating from Prestwich and Bury.
- Working with colleagues from BGI to ensure that regeneration projects take sustainability/decarbonisation into 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.

- Intention to expand the current car club offer through a procurement exercise (GM/Bury).
- Procurement exercise undertaken shortly to award contract for 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 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.
- Produce an annual update of the Climate Action Plan to maintain a relevant



- Working Group established for Climate Change Adaptation & Resilience.
- Funding approved to explore the feasibility of installing a heat network in Bury Town Centre.
- Integration of 15 Electric Vehicles into the Council fleet to move towards the decarbonisation of council operations.
- Published annual update of the Climate Action Plan for March 23.
- Climate Action Officer made permanent.

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 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.
- Following a procurement exercise a tender award has taken place to commence a feasibility study for a heat network in Bury estimated completion is 9 months (May2025)
- Exploring the feasibility of Solar Farms on public owned (grazing land)

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CR7	<p><b>ICB Implementation and Establishment</b></p> <p>NHS GM is the Integrated Care Board for GM, established in July 2022 and incorporating the 10 CCGs in GM. It is a large and complex transition process and there is a risk that there is a loss of focus on local transformation and reform of health and care services in the borough while the new organisation is established.</p>	4	5	20	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	December 2024

Key Potential Impacts
<ul style="list-style-type: none"> <li>The potential impact is a loss of locality focus and partnership working, the loss of more local autonomy in decision making relating to NHS spend, and the consequent loss of locally sensitive decision making relating to local priorities. There is also a risk to the quality of local partnership working that is important in</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>Working with colleagues across the GM system to ensure the GM ICS operating model creates the conditions for our continued place 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</li> </ul>

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



driving transformation of the whole and interdependent Bury health and care system.

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, although continued staffing restructures in some functions such as medicines management (on going as at July 2024). Particular focus on the effective operation of all parts of the urgent care system,

• Transformation plans continue to be monitored monthly through IDC Board.

• Transformation Board and Adult Social Care Savings and Transformation Programme also reported to Cabinet.

• Bespoke communication approach to address this agenda.

• Locality formalisation agreed at Cabinet and Council and Locality Board and submitted to NHS GM Board for final approval.

• Receipt of locality budget allocation and reconciliation with largely 'as is' structure on NHS GM – intended to retain resilience to secure on going transformation delivery in Bury ICP programmes.

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CR9	<b>Workforce Skills and Capability</b> The organisation does not have the skills and capacity it needs to fulfil its statutory duties and deliver on the objectives set out in the Corporate Plan and LET'S Do It Strategy												
		5	5	25	4	5	20	4	5	20	3	5	15

<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	December 2024

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 or retain staff. Likelihood increased given current regional and national recruitment challenges across a range of roles.</li> <li>• Increased costs through requirement to utilise more expensive agency or consultancy resources</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 and engagement of a specialist recruitment partner</li> <li>• Strengthened external recruitment processes, social media presence and</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• Refresh of Corporate Plan</li> <li>• Continued focus on prioritisation; training and development to be considered in new People Strategy; development of a Talent Strategy.</li> <li>• Alongside the above, a review of recruitment and attraction strategies a key HR priority fort 24/25</li> </ul>

• 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.

advertising, improved processes (including new Greater.Jobs website and ATS system) 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
- 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

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CR11	<p><b>Building Management (Operational Health and Safety)</b></p> <p>Inadequate management of building operations and health &amp; safety protocols within local government facilities can lead to accidents, injuries, regulatory non-compliance, and costly liabilities. Risks include but not limited to fire hazards, structural failures, unsafe work environments, and poor maintenance of critical systems</p>	5	5	25	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	December 2024

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>

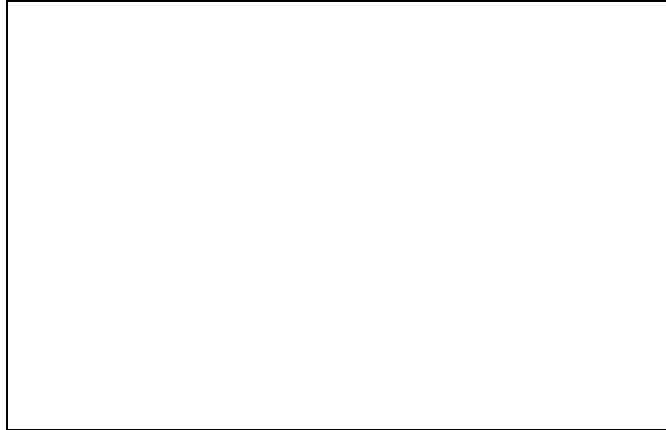
Current Controls
<ul style="list-style-type: none"> <li>• Corporate Health and Safety independent audit undertaken with formal report, findings and recommendations.</li> <li>• Establishment of Estates Transformation Board (BGI) to manage and oversee the disposal of selected buildings.</li> </ul>

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> </ul>

• Damage to Council buildings following community tension and potential disturbances

- Decant Manager in place to support the decanting of services from buildings (temporary post).
- Work underway to look at the future needs of education and Council Housing.
- Current working practices (Managers responsible for own buildings) remain in place.
- Whittaker Street contracted for demolition.
- 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 embedded.
- Spreadsheet produced to monitor compliance issues ('big 6') across the 37 council buildings and progress is reported fortnightly to Exec Team.
- Project Officer (6-month secondment) extended to Aug 24.

- Develop a proposal for a Facilities Management Service to act as a central point of expertise to provide support to services under a Business Partner arrangement.
- 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.
- Carry out remedial works to the Town Hall (identified in structural and condition report).
- Establishment of Council Master Buildings Portfolio list.
- Continue to survey for RAACs across all affected sites.
- Continue progress and implement FM restructure.



- Approval received to recruit to Fire Safety Officer and Procurement & Contracts Manager - recruitment underway.
- Health & Safety procedures in Architects and Admin Buildings reviewed and updated to meet current legislation.
- Structural and condition survey carried out on the Town Hall.

• Appointed asbestos compliance officer due to commence w/c 09/09/2024.

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CR12	<b>Children's Social Care Services</b> Children left in harmful situations due to not having a stable, permanent and trained workforce.												
		4	5	20	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	December 2024

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 children, families and partners. We continue to be reliant on a higher proportion of agency</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 quarterly.</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>• We continue to focus on our QA Framework to ensure it is well embedded</li> <li>• 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 took place in March and will be scheduled quarterly.</li> </ul>

workers and need to achieve a skilled and stable workforce.

- 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.

- QA and audit processes in place.

- 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.

- Appointed a recruitment partner to support with recruitment, following the partnership with Frontier on international recruitment which has resulted in 15 social workers in post.

- Senior management restructure will bring more leadership capacity including service managers in critical areas.

- Establish of the 4th assessment team, to provide additional support within the team which will lead to timeliness of assessments

- Communication support is now in place to share positive messages more widely and

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

- Establish 6th safeguarding team to focus on support and intervention working with external partner to improve the quality of practice with the Safeguarding team.



dedicated support is in place to help with recruitment and retention.

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR13	<b>Regulatory Compliance</b> The local authority faces the risk of failing to comply with relevant laws, regulations, and statutory requirements.	4	4	16	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	December 2024

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> <li>• Increased number of Childrens SEN complaints escalated to the Local Government Ombudsman</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>• Review of the Councils Record of Processing Activity has commenced: led by colleagues in the newly established Policy and Compliance Team.</li> <li>• Work has commenced on a central repository for Council wide data sharing agreements; joint controller agreements.</li> <li>• Data Breach monitoring reported in to the Executive team monthly and the Corporate Governance Group quarterly.</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• Review capacity to support the Data Protection Officer.</li> <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>

	<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 module included as part of the Management Development Programme.</li> <li>• 2023/24 DSPT submitted and Standards Met maintained.</li> <li>• Quarterly monthly reporting to Audit committee to ensure that the work is embedded across the Council.</li> <li>• Establishment of new Corporate Governance Board to cover all IG matters</li> <li>• Establishment of the Policy and Compliance Team</li> <li>• IG Governance framework has been updated and reviewed and will be considered at the October Audit Committee</li> <li>• In reviewing the framework all IG policies have been reviewed and additional policies included.</li> <li>• Work has commenced, re-reviewing the ICO recommendations and an updated</li> </ul>	<ul style="list-style-type: none"> <li>• Escalate monthly reporting of LGO complaints to the CE and MO.</li> <li>• Regular meetings held with the Department and Complaints lead and additional staffing support to department</li> <li>• Restructure of complaints team to report to the Monitoring Officer</li> <li>• Regular meetings planned with the Assistant Ombudsman</li> </ul>
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action plan will be considered at the February Audit Committee
<ul style="list-style-type: none"><li>• A revised Privacy statement has been drafted and circulated.</li><li>• All staff in the policy and compliance team have undertaken SARs external training</li></ul>

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Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR15	<b>Regeneration and Development</b> Successful delivery of overall Bury Council regeneration portfolio. This portfolio include mutli faceted housing development and economic growth linked to national and local strategies.												
		5	5	25	5	5	25	5	5	25	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	December 2024

Key Potential Impacts
<ul style="list-style-type: none"> <li>Northern Gateway - to deliver benefits it will require critical infrastructure to be developed, in particular road access via the Western Gateway and the commitment by JV partners to contribute towards the overall cost envelope.</li> <li>Council unable to achieve Council Tax, and Business Rates (NNDR) revenue funding growth built into the Medium Term Financial Strategy (MTFS).</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>Detailed working with all partners, including the GMCA. Progressed a funding approval for a £10m contribution towards Western Access as well as further fees to support design and other preliminary items. Development Framework will help to programme delivery and development of the site.</li> <li>Adoption of PFE will enable the progress of large residential sites which will help unblock housing supply constraints. Private house</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 applications made for regeneration/development projects. Joint Bid being prepared to GM Growth Fund to further support project delivery and</li> </ul>

- Budget pressures to deliver a Local Plan (existing reserves will need to be increased 24/25 -26/27).

- Challenges faced in driving growth within the region, impacted by a slow housing market and meeting new planning policies (e.g. BNG).

- Rising construction inflation and interest rate 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.

- 86% revenue funding reduction for regeneration delivery (puts at risk resource/capacity/training for implementation).

- Staff burnout due to workload pressure.

- Reduced operational capacity due to staff cost capitalisation.

buying market has cooled off following series interest rate rises, this may impact build-out rates on live sites in Bury. Strategic sites need masterplans and infrastructure delivery plans, which help to pave the mechanisms for securing planning permissions and successful implementation.

- Construction inflation appears to have eased, but it has left a legacy of structurally higher costs of development, whilst property values have been stunted. This means more forms of development require subsidy to make them viable.

- The external funding environment remains challenging. Increasing devolution means more opportunities will come via the GMCA, and BGI has reconfigured a previous post to attempt to ensure the Council has early sight of funding opportunities and is able to respond.

National funding pots remain very limited, either through an opaque bidding process (DLUCH) and limited scope to intervene (Homes England). National funding agenda likely to change following general election - position TBC July 4th.

- Cost plans for the 'Levelling Up' bids show increased construction inflation, options have been worked through and implemented for value-engineering and review of overall specification.

promotion. Bury have appointed an externally funded, dedicated PM to ensure internal capacity and skills in place.

- Value engineering activity / scope reduction in design development for major regeneration projects.

- Establish JV structures to leverage private sector capacity.

- Increased use of capital funding to support activity.

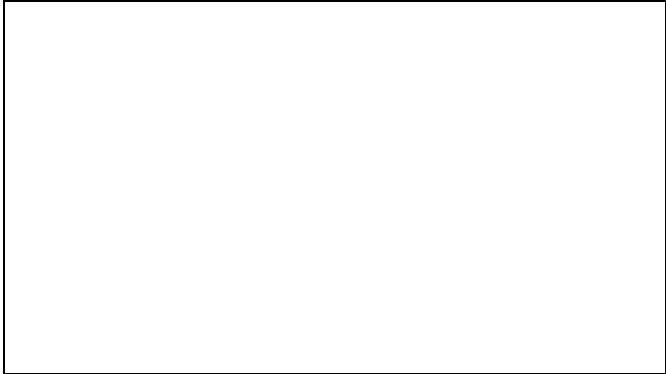
- Request for resource support from GMCA

- Access free training courses from consultancy providers.

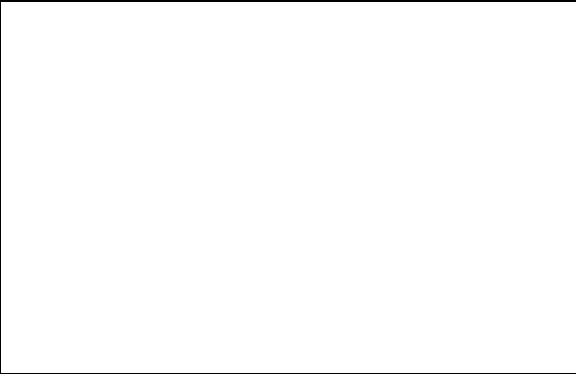
- Additional work with Finance colleagues re: funding of the Local Plan (following PfE adoption).

Grow our own talent through Graduate traineeship

Additional capital receipt generation via FAP programme



- Use of Assistant Directors/Executive Directors to manage projects alongside existing duties to relieve pressure on Project Managers/Surveyors and reduce burnout.
- Land & Property restructure (implemented 1st April 2024)



Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR16	<b>Special Educational Needs and Disabilities</b> The Priority Impact Plan is not delivered and the experiences and outcomes of children and young people with SEND do not improve	5	5	25	5	5	25	5	5	25	2	5	10

<b>Risk Owner</b>	
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Young	Some slippage	Static	December 2024

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• Further increase in LGO ombudsman investigations and complaints.</li> <li>• Further decline of parental trust in SEND Services</li> <li>• Increase in mediation and SEND tribunals</li> <li>• Increase in EHC needs assessments (statutory support) and proportion of EHC Plans issued which is disproportionate to population</li> <li>• Increase in demand for specialist placements</li> </ul>	<ul style="list-style-type: none"> <li>• SEND Improvement and Assurance Board (SIAB) and meetings established with clear governance and Independent Chair, risk register in place</li> <li>• Co-produced Priority Impact Plan,(PIP)addresses areas identified in inspection (approved by Ofsted &amp; CQC) with identified outcomes, actions and impact</li> <li>• Reviewed and strengthened Quality Assurance Protocol for EHC Plans &amp; rollout</li> </ul>	<ul style="list-style-type: none"> <li>• Establish as co-produced SEND Strategy</li> <li>• Establish Project Management resource to support this area of transformation</li> <li>• Appointment to Communication &amp; Engagement Officer</li> <li>• Develop and launch a new communication and engagement plan</li> </ul>



- Ofsted & CQC do not see improvements in the monitoring visits.deep dive thematics, leading to lack of faith in the Council to improve
- Workforce turnover could increase leading to lack of knowledge and changes in case workers

of digital QA tool, Invision 360

- Subject to DfE Improvement Notice, which includes monitoring arrangements, with DfE Advisers appointed to support Bury local area
- Education restructure increased capacity in EHCP team
- Graduated approach co-produced and launched, via Local Offer Website
- Local Offer revised and launched
- SEND Delivery Board established, with membership from education, health and social care to ensure operational meetings delivery of the PIP
- Review and redesigned processes within the statutory assessment team, including roll out of core programme of training and development

• Develop a partnership Workforce Strategy and a partnership L&D Plan

- Develop Education & Inclusion Strategy
- Establish Preparing for Adulthood Pathways, across Education, Health and Social Care
- Develop Alternative Provision / EOTAS Policy
- Develop annual review recovery plan

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR19	<p><b>Financial Capacity</b></p> <p>Financial capacity refers to a local government's ability to generate sufficient revenue and manage its resources to meet current and future financial commitments. Risks include limited revenue sources, restrictive borrowing capacity, and inadequate reserves, which could impair the ability to fund services, infrastructure projects, or respond to emergencies. If financial capacity is compromised, it may result in service reductions or financial strain</p>	5	5	25	4	5	20	4	5	20	2	4	8

<b>Risk Owner</b>	N. Kissock
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
N. Kissock	On target	Static	December 2024

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> </ul> </li> </ul>

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

Planned Actions
<ul style="list-style-type: none"> <li>Revised Finance Structure being developed and consultation planned to be begin by November in line with the transformational opportunities being afforded through the planned upgrade of Unit 4 with significantly improved</li> </ul>

- identify and deliver savings,
- identify and maximise opportunities to generate additional income or external funding for projects,
  - to submit government and funding returns,
  - be supported in financial business case development for project work.

• Senior members of the finance department undertaking pieces of work that should be completed by capable qualified staff - resulting in additional pressure on a few key individuals. 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.

• Director of Finance (permanent S151 Officer) now in post from 1st July

functionality, adoption of best in class processes and supported self service for budget holders

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR20	<b>Increasing Energy Prices</b> Rising energy prices pose a significant financial risk to local governments, leading to higher operational costs for public buildings, infrastructure, and services. This may strain budgets, reduce funding for other essential services, and increase the cost of public utilities.												
		5	4	20	2	4	8	2	4	8	2	4	8

<b>Risk Owner</b>	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
B. Thomson / J. Kelly	On target	Static	December 2024

Key Potential Impacts
<ul style="list-style-type: none"> <li>As a result of global increases in energy prices Bury Council has seen significant increases in energy costs since 2021 (approximately £3.5 million).</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>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> <li>1 x new variable refrigerant flow (VRF) heating system.</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> </ul>

• A forecast has been produced that shows a reduction of ~£2.673m in 24/25.

- 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.
- Streetlighting LED replacement programme remains underway.
- New water supply contract procured and commenced on 01/11/23. This includes schools, all corporate buildings and selected 3rd party organisations.
- Work had commenced on a new Gas Supply Contract renewal which is due to go live in Apr 25.
- Feasibility study being undertaken to identify potential solar farms across the borough.
- A deep dive report was submitted for the Audit committee in December 23.

- Centralising energy budgets across the Council to be managed by the Energy Team going forward.
- Further energy saving opportunities being investigated.
- 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.
- Cabinet Report for solar photovoltaic project to be resubmitted.
- In year actual and forecast modelling to provide accurate current projected reduction

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR21	<b>Project Safety Valve</b> DfE withdrawing Bury from the PSV programme due to a failure to reduce DSG deficit	5	5	25	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
W. Young	Some slippage	Static	December 2024

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 mean that the eradication of the deficit will not be achieved within the agreed timescale due to the demand</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, with Project Management support from PPL</li> <li>Clear Governance structure in place overseen by Project Safety Valve Board</li> <li>Since March 2023 the existing finance panel and EHCP panel has been strengthened with increased multi-agency</li> </ul>	<ul style="list-style-type: none"> <li>Launch revised Inclusion and outreach service offer to early years, primary and secondary schools, as part of a strengthened graduated approach</li> <li>Develop a Resource Provision Sufficiency Strategy and Service level agreement</li> <li>Roll out the revised processes for statutory panels, including strengthened membership and panel proformas</li> </ul>

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.

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 toolkit has been launched and a review of Inclusion and Outreach Services completed
- 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.
- Revised plans on the page to capture all the activity including the enabling workstreams
- Revised management plan agreed by the DfE
- Regular engagement with DfE adviser

- Implement strategic banding review, as part of the annual review recovery plan
- Review internal capacity around the PSV programme and begin crossover with the SEND Improvement journey through SIAB

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR23	<b>Adult Social Care Reforms and CQC Inspection</b> The Council has an ambitious programme of transformation of adult social care. Failure to continue to deliver that programme constitutes a number of risks for the council	4	5	20	2	5	10	2	5	10	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	December 2024

Key Potential Impacts
<ul style="list-style-type: none"> <li>Key potential impacts relate to reduced quality of services and service access for residents, failure to deliver financial balance and cost savings targets which are significant in the context of overall council financial position, and failure to deliver a satisfactory outcome from an impending CQC inspection.</li> </ul> <p>In relation to the Preparation for the CQC inspection particularly</p> <ul style="list-style-type: none"> <li>There is insufficient workforce or time to prepare adequately for CQC assurance which</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>A large preparation programme is now in place preparing the required evidence for CQC assurance with project management support. Performance of the social work services and the care market in Bury is good and rates comparable with England and GM averages. A new governance system to monitor performance, quality, finance and workforce is now embedding across the department to monitor and deliver improvement where required, for this reason</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>Review of IMC capacity to ensure right capacity and balanced portfolio and further ongoing embedding of new governance structures</li> </ul>



risks the council not meeting the required standards to achieve a rating of Good

- Further contribution to the Council's financial pressures.

the likelihood score has been reduced at a previous review



Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR28	<b>Asylum and Immigration</b> The Council is responsible for managing various aspects of asylum and immigration, including housing, welfare support, integration services, and community relations. The management of asylum seekers and immigrants presents several risks that can impact the community, resources, and services.	5	5	25	4	5	20	4	5	20	3	5	15

<b>Risk Owner</b>	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
P. Cole	Some slippage	Static	December 2024

Key Potential Impacts
<ul style="list-style-type: none"> <li>The Council's statutory and non-statutory homelessness provision will also be impacted by the cost of living crisis as well as general homelessness increasing.</li> <li>The risk is capacity to meet immediate emergency / temporary provision and also having sufficient long term permanent affordable housing to meet demand.</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% increase in projected numbers over the next 6 to 12 months.</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>To be involved in GM Housing First vision - Good Landlord Charter policy to move forward with- continuing attend the sub group specialist meetings so Bury Council is involved. Create more Prevention tools, legal eviction training for PRS staff so establish a strong reputation for Bury council, rogue landlord and illegal eviction which forms part of this vision</li> </ul>

- Additionally, the Council is at risk of not being able to meet demand and leave families and people vulnerable without appropriate housing.
- Continuing impact by the Home office - fast track system for asylum decisions to move people from HO dispersed accommodation into LA duty. Single males
- 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.
- Use of B&B provision to meet temp accommodation demands which has increase expenditure and further financial risk.
- Significant increase in rough 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 – 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

- Private Rented service has now been implemented and is achieving positive outcomes for refugees by sourcing Private rented properties with an incentive scheme. This eases pressure on our local emergency and supported accommodation aswell as Hotel and Statutory placements.
- Continuing to develop partnership work with supported accommodation providers who are not commissioned by the local authority, to increase provision for all our homeless customers
- Lease and Repair scheme has now been developed and will increase our property portfolio
- 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.
- Allocations policy has been signed off, ready for a further consultation and 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.
- Migration operational partnership has been implemented with 30 participants from the

- To be involve and contribute to the Housing Service transformation plans
- 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.
- To work with GMCA on best models for Temporary accommodation and best practice
- To explore, procure and commission services for TA and rough sleepers, with Housing Services as the RP/Housing management and commission support on the provision to help reduce number of hotel placement and rough sleeping numbers.
- Continue to explore options out of borough that are more affordable - recent success but migrants are refusing all other options to accommodate temporary or permanently as they only want council

- Increases in B&B use and cost putting extra stress on existing budgets, which may run out soon
- New Government now in place which will have a significant impact on the Asylum Systems which will lead to increased numbers
- Discussion from the GMCA in relations to Local authorities taking lead on Asylum accommodation.
- A bed Every night contract ends 31s March 2025, which provides 25 bed spaces for non stat rough sleepers.
- Rough Sleepers initiate funding ends on 31st March 2025, 1FTE Rough Sleepers Coordinator, 2X FTE Outreach workers, who currently support 22 rough sleepers per month
- Rough Sleepers Accommodation Programme funding ends 31st March 2025, 10 dispersed units providing next step accommodation for rough sleepers.
- Cold weather is approaching - 24 confirmed rough sleepers and an additional 20 discontinuations for non stat single serco leavers
- 110 Ukrainian refugees still on hosting arrangement in the borough

- local authority, external providers, health, probation, police, GMCA, Serco and VCFE.
- 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.
  - Continuing funding 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. Signed up to National find your own home scheme in the PRS to avoid increasing demands on social housing.

- housing which is an unreasonable expectation.
- Be prepared and reactive to the new government changes and priorities
  - To explore further funding opportunities to ensure the extension of the Rough Sleepers Outreach Service, Rsap programme and the A Bed Every Night provision.
  - Policy ideas that are being shared from the new government which have acknowledge this is a key area that is in need of reform
  - Cold weather provision to be stood up between Nov and March.
  - To work more closely with the empty home officers and mirror Wigan Council empty homes strategy.
  - If funding is agreed for RSI, to ask for an additional funding for more staffing due to the increased numbers of rough sleeping
  - Repofile the mental health navigator role, to compliment the rough sleepers team.

- Ukrainian hosting guidance has changed where family members can no longer become new hosts, therefore homeless presentations.

- Evisa's for all refugees to completed by December. If not completed then can impact benefits housing etc.

- Home office fast track system - HO scheme to speed up asylum decisions in their serco dispersed accommodation and pass duty to LA's.

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

- 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.

- 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.

- Asylum and Immigration Service is now fully mobilised with on overview from 1 manager, 1xFTE Asylum and Immigration Coordinator, 2 FTE Migration Officers to ensure that better pathways to resettlement is available and prevention work into settled accommodation.

- Homeless accommodation leasing project has now been implemented, contract a



sealed and agreed with Irwell Valley to provide 20 family properties

- Cold weather provision agreed and planned for November to March to support with increase of rough sleepers

Information is cascade through the local authority teams and partnership regarding all policy changes (evisas) so a joint approached is used to support refugees



Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR29	<p><b>Reinforced Autoclaved Aerated Concrete (RAAC)</b></p> <p>The presence of RAAC in local government buildings poses a significant structural and safety risk. RAAC is prone to deterioration over time, potentially leading to structural failures, building closures, or costly emergency repairs. With identification and management being required.</p>	5	5	25	3	5	15	3	5	15	1	5	5

<b>Risk Owner</b>	B. Thomson / P. Lakin / S. Holden
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
M. Beswick / P. Cooke / R. Summerfield / R. Frith	Some slippage	Static	December 2024

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 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.</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 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.</li> </ul>

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

• 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.

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

• RAACs is being overseen by the Facilities Management Board.

• RAAC Working Group has been set up with cross departmental key stakeholders

• BGI to identify what could be sent to Commercial Estate and consider responsibility in terms of the Commercial Estate.

• Follow up Housing Services to check how they are responding.

• Building Control to follow up visit to one building to confirm no RAACs present.

• BGI to provide FM with building inspection report following RAAC inspection(s)

• BGI to explore structural survey support to facilitate building checks

• Departments updating master buildings list circulated 12/9/2024





• Strategy devised for the Management of Reinforced Autoclaved Aerated Concrete presented to SLT 11/9/2024



Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR30	<b>Staff Safety</b> Health and Safety arrangements are not sufficiently robust	4	5	20	3	4	12	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	Increased	December 2024

Key Potential Impacts
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Community tensions and potential disturbances</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>• Corporate Health &amp; Safety Team expanded to take account of Housing transfer and need for focused work in Operations (but note current vacancies)</li> <li>• Health &amp; Safety Policy, Annual Plan, Quarterly Reporting and improved incident reporting mechanisms in place</li> <li>• Mandatory health and safety training for all staff live and inclusion in management development programme</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• Delivery of annual Health and Safety plan including service level risk assessment assurance and targeted deep dive audits</li> <li>• Targeted additional work within the Operations Department in response to external review</li> <li>• Review of essential health and safety training compliance and development of approach to corporate monitoring of</li> </ul>



- 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.
- 3 Year Health and Safety Strategy agreed by Cabinet
- Strengthened corporate assurance around risk assessments and H&S training
- Leadership readiness regarding community tensions, with all Business Continuity Plans and risk assessments updated.

compliance (initial focus in Operations and Housing)

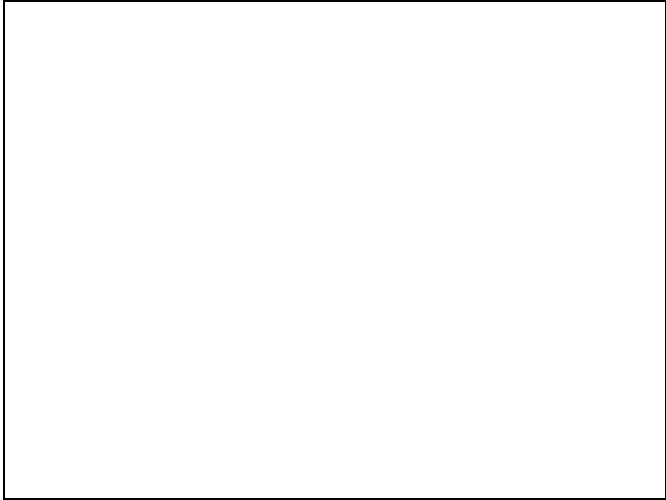
- Recruitment to additional Health and Safety Advisor

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR31	<b>Staff Wellbeing and Absence</b> Staff sickness levels increase and impact on organisational delivery												
		5	4	20	4	4	16	4	4	16	3	4	12

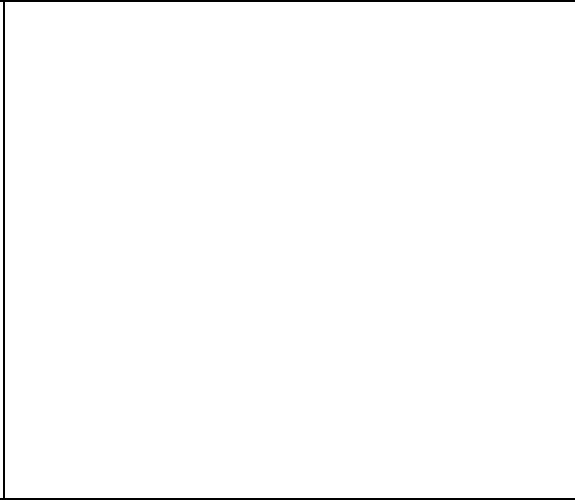
<b>Risk Owner</b>	S. McVaigh
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<b>Responsible Officer</b>	<b>Risk Action Status</b>	<b>Trend</b>	<b>Next Risk Review Date</b>
S. McVaigh	On target	Static	December 2024

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>Staff wellbeing, welfare and morale may potentially result in increased cases of stress, depression, general absence and current community tensions, thereby impacting service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>New improved Occupational Health provider in place</li> <li>Employee assistance programme and comprehensive health and wellbeing offer in place which incorporates mental wellbeing support.</li> <li>Specific support available for black, Asian and minority communities across Greater Manchester through Nestac, a charity specialising in cross-culture emotional support</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of targeted action plan related to staff sickness absence.</li> <li>Focused work on short-term sporadic sickness</li> <li>Review of wellbeing offer and strategy</li> </ul>



- 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
- New sickness absence policy and associated guidance



Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR32	<b>General Election</b> A general election in local government poses risks such as political instability, disruptions in service delivery, financial uncertainty, and potential legal challenges. It can also lead to public distrust, community polarisation, and cybersecurity threats, affecting governance and community cohesion during and after the election process	4	4	16	3	4	12	3	4	12	2	4	8

<b>Risk Owner</b>	J. Dennis
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Dennis / R. Everitt	Complete	Static	N/a

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

Current Controls
<ul style="list-style-type: none"> <li>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</li> <li>Additional financing will be provided from the Government for implementation, but this will only cover the costs associated with</li> </ul>

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

- 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 now abiding by new legislation

- 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.
  - Ensure close working with GMP

- Briefing for Candidates and agents on new legislation

• Lessons learnt from May election to be reviewed and built into the General elections plan



Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR33	<b>Housing Services Transition</b> Whilst Six Town Housing were transferred to the Council in February 2024 and the phased approach is ongoing, there is still some due diligence work to be done around workstreams and the transfer between services, which would pose a risk to the Council	5	5	25	3	5	15	3	5	15	2	5	10

<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	December 2024

Key Potential Impacts
<ul style="list-style-type: none"> <li>• Performance delivery i.e. rent loss, none compliant with the regulatory performance indicators and poor tenant satisfaction</li> <li>• Recruitment and interim leadership team</li> <li>• Ability to procure</li> <li>• Outcomes of a mock inspection</li> <li>• Review and embed new governance structure for both Bury Council and Six Town Housing Ltd</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>• Improved reporting structure</li> <li>• Introduced IT software to monitor compliance</li> <li>• Weekly progress reporting on compliance</li> <li>• Benchmarking groups in place</li> <li>• Used self-assessments</li> <li>• Advisory Boards set up</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>• Meeting arranged with IG regarding appropriate governance structure / escalation</li> <li>• IT software embedded across all areas</li> <li>• Implement recommendations from the mock inspection</li> <li>• Rebranding to be undertaken e.g. uniforms, vehicles etc.</li> <li>• Mock Inspection commenced, and findings will be available in late December</li> </ul>

- Interim structure in place and permanent structure approval has been delayed

- Potential inspection failure

- Homelessness and ability to maintain tenancies

- Reputational damage

- Horizon scanning regarding regulatory compliancy

- Essential recruitment being approved in order to provide a robust and compliant service

- Transfer has enabled to create robust relationships between Housing and the Homelessness teams

- Project Manager in place to oversee services

- Procuring for a change management team

- Housing Overview and Scrutiny Sub Committee held its first meeting in September and received a six month update on progress against the Housing Improvement Plan and were satisfied with the action taken

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR34	<p><b>Sure Maintenance Contract</b></p> <p>Sure Maintenance are the only gas contractor for Housing Services. They are responsible for all Statutory Servicing and Maintenance for gas in our Council owned residential properties.</p> <p>Sure Maintenance have begun a restructure and since August, service has declined significantly and we have now put them under an improvement plan due to data showing that customer service was in decline and the number of properties without appointments for servicing has increased substantially. This would put us at risk of not meeting our statutory duties.</p>												
		4	5	20	-	-	-	2	5	10	1	4	4

<b>Risk Owner</b>	K. Waterhouse
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<b>Responsible Officer</b>	<b>Risk Action Status</b>	<b>Trend</b>	<b>Next Risk Review Date</b>
G. Basterfield	On target	New	December 2024

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• Performance delivery i.e. rent loss, none compliant with the regulatory performance indicators and poor tenant satisfaction</li> <li>• Recruitment and interim leadership team</li> <li>• Ability to procure</li> <li>• Outcomes of a mock inspection</li> <li>• Review and embed new governance structure for both Bury Council and Six Town Housing Ltd</li> <li>• Interim structure in place and permanent structure approval has been delayed</li> <li>• Potential inspection failure</li> <li>• Homelessness and ability to maintain tenancies</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Improved reporting structure</li> <li>• Introduced IT software to monitor compliance</li> <li>• Weekly progress reporting on compliance</li> <li>• Benchmarking groups in place</li> <li>• Used self-assessments</li> <li>• Advisory Boards set up</li> <li>• Horizon scanning regarding regulatory compliancy</li> <li>• Essential recruitment being approved in order to provide a robust and compliant service</li> <li>• Transfer has enabled to create robust relationships between Housing and the Homelessness teams</li> <li>• Project Manager in place to oversee services</li> <li>• Procuring for a change management team</li> <li>• Housing Overview and Scrutiny Sub Committee held its first meeting in September and received a six month update on progress against the Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting arranged with IG regarding appropriate governance structure / escalation</li> <li>• IT software embedded across all areas</li> <li>• Implement recommendations from the mock inspection</li> <li>• Rebranding to be undertaken e.g. uniforms, vehicles etc.</li> <li>• Mock Inspection commenced, and findings will be available in late December</li> </ul>

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Improvement Plan and were satisfied with the action taken
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Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR35	<p><b>Insurance Cover</b></p> <p>Inadequate insurance arrangements can lead to significant operational, financial, and reputational consequences. Local authorities are responsible for managing public services, infrastructure, and welfare, and failing to have proper insurance coverage can result in a number of risks.</p>	5	5	25	-	-	-	3	5	15	2	5	10

<b>Risk Owner</b>	N. Kissock
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Spelzini	On target	New	December 2024

Key Potential Impacts
<ul style="list-style-type: none"> <li>Following an insurance tender exercise in 2023, it was found that there was a substantial number of properties held which had an inadequate valuation, resulting in the tender process being withdrawn and delayed until 2024.</li> <li>Additionally, other detailed information required regarding properties was unavailable.</li> </ul>

Current Controls
<ul style="list-style-type: none"> <li>2023 Tender process delayed in order to seek correct property valuations and other information needed to properly insure - regular group meets fortnightly to provide update on property data</li> <li>Insurance arrangements still in place for 2024/25 with the exception of some units on the Bradley Fold Estate.</li> </ul>

Planned Actions
<ul style="list-style-type: none"> <li>Working group set up with Insurance, Brokers and other Officers, to ensure arrangements/valuations and other property information is in place before tender begins again</li> <li>Work towards completion of the 25/26 tender is currently taking place.</li> </ul>

- Insurance cover may be inadequate, (we could be over / under insuring) or could even be non-existent based on the current valuations and information available to Insurers.

- Property Data is not automatically shared when changes to property information occurs which could impact on the insurance cover held. This may have severe impacts to the financial strain, operational obligations, reputation, and compliance with legal obligations.

- Insurance cover on the whole of the Bradley Fold Estate was recently withdrawn due to inadequate inspection regime being in place, and the failure to maintain properties to a good standard. Some cover has recently been re-instated, however currently, those business units which are let to private tenants (excluding Bradley Court), remain uninsured.

- Current / new insurance suppliers may not participate in the 2024 tender process, resulting in no insurance cover being in place

- Staff not experienced in leading a full tender exercise / drawing up specifications for insurance requirements.

- Insurance Brokers support activity of the Insurance section and assist with the establishment of tender documents.

- Assistance is being sought from another AGMA Council to help with the exercise.