

# **Corporate Risk Register 2024/25**

**13<sup>th</sup> December 2024**

## 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	29 <sup>th</sup> October 2024
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	3	5	15	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	4	4	16	
CR31	Staff Wellbeing & Absence	4	4	16	25 <sup>th</sup> July 2024
CR33	Housing Services Transition	3	4	12	
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	<b>Financial Sustainability</b>  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	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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<ul style="list-style-type: none"> <li>MTFS has been reviewed and refreshed with the outcome and reduction on the forecast funding gap reported through to November Cabinet along with initial savings proposals for the 2025/26 budget and a proposed strategy to reduce the remaining funding gap, subject to</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 agreed savings results in increased savings requirement 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.

consultation, with the outcome to be reported back through to the February Cabinet and Budget Council meetings. Provisional local government finance settlement was announced on December 18th and confirmed draft council allocations of additional grant funding being made available nationally. The draft allocations represent an improvement on the funding assumptions within the current MTFS and the updated funding position and impact on the forecast gap will be reported to February Cabinet along with further savings proposals in the process of being identified to reduce the current £19.4m gap for 2025/26 and impact on reserves. The external auditors as part of their value for money assessment of the 2021/22 and 2022/23 financial years have made a statutory recommendation which is strongly focused on needing to achieve financial sustainability. The council response to the recommendation including an improvement plan is being considered at a special audit committee meeting on the 9th January

- Q2 2024/25 forecast outturn position reported to December Cabinet with small percentage overspend being forecast but a position which has worsened since Q1 with pressures primarily in CYP, HAC and homeless services which will be kept under close review.

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

• 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 future Cabinet finance updates.

• 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 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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
1) • National threat level remains at SUBSTANTIAL (unchanged since Feb 2022)	1)• Emergency response policies, Prevent initiative, GM Resilience Forum and Tension Monitoring Report.	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

	<ul style="list-style-type: none"><li>• Introduction of Zabbix for heightened network monitoring</li><li>• Decommission of old Citrix environment</li><li>• 2FA implemented across the estate</li><li>• External warning message added to emails to reduce risk of phishing attack</li></ul> <p>2)• Newly appointed Councillors received security awareness training during induction process</p>	
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CR4	<b>Digital Transformation</b>  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												
		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	February 2025

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

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<ul style="list-style-type: none"><li>• Design sessions being held during Q4 2023/24 to support launch of new ways of working from 1st April 2024</li></ul>
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<ul style="list-style-type: none"><li>• Bid submitted to the Capital Board for Digital Strategy for 2024/27</li></ul>
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Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
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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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<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	<b>Climate Change</b>  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.	5	4	20	5	4	20	5	4	20	3	4	12

<b>Risk Owner</b>	D. Ball
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
B. Thomson	On target	Static	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<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

	<ul style="list-style-type: none"> <li>• Working Group established for Climate Change Adaptation &amp; Resilience.</li> <li>• Funding approved to explore the feasibility of installing a heat network in Bury Town Centre.</li> <li>• Integration of 15 Electric Vehicles into the Council fleet to move towards the decarbonisation of council operations.</li> <li>• Published annual update of the Climate Action Plan for March 23.</li> <li>• Climate Action Officer made permanent.</li> </ul>	<p>document, monitor progress and highlight areas for more focussed action.</p> <ul style="list-style-type: none"> <li>• Continue to look for opportunities to use Government PSDS (Public Sector Decarbonisation Scheme) funding to further progress the decarbonisation of council assets.</li> <li>• Secure in-house Mechanical and Electrical Engineer resource to help generate and deliver decarbonisation projects for our assets.</li> <li>• 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.</li> <li>• 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)</li> <li>• Exploring the feasibility of Solar Farms on public owned (grazing land)</li> <li>• Climate Change Officer resigned as of 8th December 2024, currently working on business case to backfill post.</li> </ul>
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•Bury town centre heat network moved to phase 2 of feasibility study expected outcome April 2025.
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CR7	<b>ICB Implementation and Establishment</b>  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.	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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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. Maintaining the effective operation of the Bury Integrated Care Partnership comprising</li> </ul>	<ul style="list-style-type: none"> <li>Work with GM partners as GM operating model further matures and developed.</li> <li>Transformation plans continue to be monitored monthly through IDC Board.</li> </ul>

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

the operation of the Locality Board (with Leader as Joint Chair) and the Integrated Delivery Board (chaired by the Exec Director for health and care) and full council participation and influence in the range of sub committees associated with different aspects of the partnership eg urgent care, mental health. Ensure the full influence of the Council on the work of the ICB including the fact that the Council Chief Executive is also the NHS GM Place lead for Bury and the Exec Director for Health and Care is also the Deputy Place Lead, and the DASS is also the Led for community and primary care commissioning.

- Issues and risks escalated to Integration Delivery Collaborative Board and to Locality Board and where necessary to the Executive Committee of the ICB

- 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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<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
- Engagement in LGA work on local government recruitment - With a specific focus on Children's Social Workewrs

• Refresh and update core policies and procedures.

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

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CR11	<b>Building Management (Operational Health and Safety)</b>  Inadequate management of building operations and health & 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												
		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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<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 Feb 25.

- 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.

	<ul style="list-style-type: none"><li>• Approval received to recruit to Fire Safety Officer and Procurement &amp; Contracts Manager - recruitment underway.</li><li>• Health &amp; Safety procedures in Architects and Admin Buildings reviewed and updated to meet current legislation.</li><li>• Structural and condition survey carried out on the Town Hall.</li></ul>	<ul style="list-style-type: none"><li>• Appointed asbestos compliance officer 09/09/2024.</li><li>• Town Hall development project being led by BGI</li></ul>
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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 work-force.												
		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
L. Evans	On target	Static	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<ul style="list-style-type: none"> <li>• We continue to focus on our QA Framework to ensure it is well embedded, overseen via the fortnightly Performance &amp; QA Senior Management Team Meetings</li> <li>* Permanent Head of Service Family Safeguarding appointed and being onboarded, due to commence in post in February 2025</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 Framework in place and reported regularly to Improvement Board.

- Placement Panel established to gatekeep requests for high cost placements and review those in high cost provision - meets fortnightly.

- 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 has strengthened leadership capacity with service managers in critical areas.

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

- Established 6th Family Safeguarding team

- Communication support is now in place to share positive messages more widely and dedicated support is in place to help with recruitment and retention.

- Recruitment Summits supported by DfE Adviser

- \* Family Safeguarding Diagnostic being planned for Spring 2025 under the SLIP arrangements with LCC, to provide external assurance

- \* Diagnostic of our Fostering service being planned for January 2025 under SLIP arrangements with Warrington

- \* Family Safeguarding Senior Leadership session being arranged for January 2025 which will be led by Hertfordshire (Centre for Family Safeguarding Practice)

- \* Staff engagement event being planned for February

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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<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>• Updated IG Governance framework was approved at the October Audit Committee</li> <li>• All IG policies have been reviewed and additional policies included.</li> <li>• Work has commenced, re-reviewing the ICO recommendations and an updated action plan will be considered at the February Audit Committee</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> <li>• FOI training planned for January 2025</li> <li>• Updated action plan will be considered at the February Audit Committee</li> </ul>
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	<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. FOI training is planned for January 2025.</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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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</li> </ul>	<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.

house 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. Underspend in housing or transport programmes may present an opportunity to close viability gaps on shovel ready projects, BGI are monitoring and bidding in when available.

National funding pots remain very limited, either through an opaque bidding process (MHCLG) and limited scope to intervene (Homes England) . National funding agenda likely to change following Spending Review in Spring 2025.

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

	<ul style="list-style-type: none"><li>• 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.</li></ul>	
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- 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		
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	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
		5	5	25	5	5	25	5	5	25	2	5	10

<b>Risk Owner</b>	J. Richards
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<b>Responsible Officer</b>	<b>Risk Action Status</b>	<b>Trend</b>	<b>Next Risk Review Date</b>
W. Young	Some slippage	Static	February 2025

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 of digital QA tool, Invision 360</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

- Subject to DfE Improvement Notice, which includes monitoring arrangements, with DfE Advisers appointed to support Bury local area - positive DfE Stocktake review of progress in the last 6 months 10/12/24.

- 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 meeting 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	<b>Financial Capacity</b>  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												
		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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<ul style="list-style-type: none"> <li>Revised Finance Structure has been developed with consultation planned to beginning January informed by 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. Programme governance for the Unit 4 upgrade is in place with key milestones and capacity requirements identified and an ultimate implementation target date of April 2026.

• Finance capacity has been referenced in the statutory recommendation made by the external auditors in their review of the council's value for money arrangements for the 2021/22 and 2022/23 financial years. Actions identified to address the issues identified have been included in the improvement plan being considered at the special audit committee meeting on the 9th January and it is anticipated that permanent recruitment to the revised finance structure will be undertaken following consultation over the final quarter of the current financial year, reflecting that there a significant number of vacancies currently being covered by interim agency staff. The approach being undertaken is to strengthen strategic finance capacity and reduce the time currently needing to be spent on transactional work due to the some of the challenges of the current Unit 4 system functionality.

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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<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.

• Feasibility study currently underway to evaluate a heat network in Bury Town Centre to secure stable energy costs in the future. Study findings due to be produced in April 2025.

• Cabinet Report for solar photovoltaic project to be resubmitted following estate evaluation by BGI.

• 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	3	5	15	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	Decreased	February 2025

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>• The national context for Project Safety Valve has changed with the new government - with an acceptance that the programme has not delivered what was intended largely because of</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>

the scale of the challenge nationally and locally. As a result no new LAs will join the PSV programme and , while those LAs currently in the PSV programme will remain in the programme, there is an acceptance that there is a broader problem around DSG deficits that affects almost all local authorities and requires a national solution. Given this acceptance, it is less likely that individual LAs within the PSV programme will be ejected from the programme.

- 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 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

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

- Workshop held and further targeted actions to be developed to mitigate higher levels of spend than envisaged in the management plan, driven by higher levels of presenting need and complexity

challenges in regard to the safety valve  
agreement leading to escalation of complaints.

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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)
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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<b>Responsible Officer</b>	<b>Risk Action Status</b>	<b>Trend</b>	<b>Next Risk Review Date</b>
A.Crook	On target	Static	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<p>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.</p> <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>	<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>	<ul style="list-style-type: none"> <li>• A LGA focus peer review has been arranged for February 2025</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
A.Mullen	Some slippage	Static	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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> <li>Additionally, the Council is at risk of not being able to meet demand and leave families and</li> </ul>	<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>	<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>

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
- 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.
- 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
- 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

- 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 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.
- Migration operational partnership has been implemented with 30 participants from the 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

- 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 of permanently as they only want council housing which is an unreasonable expectation.
- Be prepared and reactive to the new government changes and priorities

- 110 Ukrainian refugees still on hosting arrangement in the borough
- Ukrainian hosting guidance has changed where family members cannot 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 pilot 56 days notice for LA in place of 28 days to coincide with Homelessness legislation.
- External migration funding budgets & reserves available to meet demands and now being appropriately managed and governed with finance.
- Always exploring new opportunities to increase affordable housing supply and temp emergency housing solutions / provision.
- 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, with 17 family properties online, and a further three in the pipeline.
- Cold weather provision agreed and planned for November to March to support with increase of rough
  - Information is cascade through the local authority teams and partnership regarding all policy changes (evisas) so a joint approached is used to support refugees

- 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
- Reporfile the mental health navigator role, to compliment the rough sleepers team.
- Increased funding for ABEN for 6 additional units, plus 4 NRPF for 25-26
- W&S external funding agreed by the GMCA , 76K per year for 2 years.
- Recruitment for additional staff for the Migration team, to ensure that Asylum seekers are supported at pre-decision and develop robust integration support.

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	<b>Reinforced Autoclaved Aerated Concrete (RAAC)</b>  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.	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	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<ul style="list-style-type: none"> <li>Control/contracted out depending on capacity of the team.</li> <li>Follow up Housing Services to check how they are responding.</li> <li>Building Control to follow up visit to one building to confirm no RAACs present.</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 explore structural survey support to facilitate building checks

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

• Facilities Management managing structural surveyor and asbestos contractors for in scope operational buildings assisting building managers determine assurance for RAAC.

• BGI to review ground rent estate which consists of circa 2000 assets, where the council lease only land not buildings to the tenants. It should be noted that the council does not insure these buildings as they are not classed as Council assets

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|  | <ul style="list-style-type: none"><li>• Strategy devised for the Management of Reinforced Autoclaved Aerated Concrete presented to SLT 11/9/2024</li><li>• RAAC Methodology produced regarding risk based approach to identification/confirmation/absence of RAAC in buildings</li><li>• Desk top review of operational buildings for a risk based approach and escalate to structural survey sites where absence of raac cannot be confirmed.</li><li>• Master building list updated with key holder and responsible person contacts</li><li>• Building Managers of in scope sites requested to undertake daily visual checks prior to structural surveys</li><li>• Contractor appointed to undertake structural surveys and where necessary asbestos surveys/work to facilitate confirmation of absence of RAAC</li><li>• BGI have completed Building Condition Surveys of 60 operational buildings and RAAC was checked as part of these surveys. Any that have not been confirmed as being RAAC free have been checked and cleared by Pick Everard</li><li>• BGI to have risked assessed the occupational commercial Estate (leases of</li></ul> |  |
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	<p>30 years and less) by building age typology and method of construction. The few that were deemed to be at risk have been surveyed by Pick Everard and have been given the all clear</p>	
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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)
CR30	<b>Staff Safety</b>  Health and Safety arrangements are not sufficiently robust												
		4	5	20	4	4	16	4	4	16	2	4	8

<b>Risk Owner</b>	S. McVaigh
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	On target	Static	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>	<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>

	<ul style="list-style-type: none"> <li>• Regular health and safety communications as part of the Council's internal comms cycle</li> <li>• Robust governance arrangements, action planning and partnership working with the TUs now in place.</li> <li>• Quarterly cycle of targeted H&amp;S audits</li> <li>• External review of Health and Safety in Operations Department completed.</li> <li>• 3 Year Health and Safety Strategy agreed by Cabinet</li> <li>• Strengthened corporate assurance around risk assessments and H&amp;S training</li> <li>• Leadership readiness regarding community tensions, with all Business Continuity Plans and risk assessments updated.</li> </ul>	<p>compliance (initial focus in Operations and Housing)</p> <ul style="list-style-type: none"> <li>• Recruitment to additional Health and Safety Advisor</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)
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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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. McVaigh	On target	Static	February 2025

Key Potential Impacts	Current Controls	Planned Actions
Staff wellbeing, welfare and morale may potentially result in increased cases of stress, depression, general absence and current community tensions, thereby impacting service delivery.	<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>

	<ul style="list-style-type: none"><li>• Targeted improvement plan for sickness absence levels, including focus on hotspot services.</li><li>• Strengthened emphasis on wellbeing in Employee Review process</li><li>• Wider work on culture, engagement, planning and prioritisation to support a positive working environment</li><li>• New sickness absence policy and associated guidance</li></ul>	
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Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
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	4	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	Decreased	February 2025

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 from an Inspection by the Social Housing Regulator</li> <li>• Review and embed new governance structure for both Bury Council and Six Town Housing Ltd</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>• Housing Advisory Boards established, alongside Overview &amp; Scrutiny Sub-Group following Governance advice from Democratic Services</li> </ul>	<ul style="list-style-type: none"> <li>• Results of Mock Inspection integrated into the Service Improvement Plan</li> <li>• Organisational Change Plan delivered</li> <li>• Final structural changes completed by August 2025</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 service improvement plan

- Mock Inspection Commissioned, report due January 2025

- External Organisational Change capacity appointed and delivery plan to commence from January 2025

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	<b>Sure Maintenance Contract</b>  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.  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.												
		4	5	20	2	5	10	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	Static	February 2025



Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• Failure of contract</li> <li>• Non delivery of statutory gas servicing programme</li> <li>• Non-compliance leading to maladministration from Ombudsman and/or the Regulator for Social Housing</li> <li>• Repairs not carried out or not carried out to a good standard leaving dangerous situations or tenants without heating or hot water</li> <li>• Risk to life, property and/or health in the event repairs not carried out in good time</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement Plan being monitored for progress</li> <li>• 5% audit of all servicing carried out by 3rd party auditor</li> <li>• Daily monitoring of properties becoming due and appointments with increased support from Housing Management teams to support access</li> </ul>	<ul style="list-style-type: none"> <li>• Disaster Recovery Plan to be produced outlining immediate options in the event of contract failure outlining Options Appraisal for all options considered</li> </ul>

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	<b>Insurance Cover</b>  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.	5	5	25	3	5	15	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	Static	February 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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 items.</li> </ul>	<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>Insurance Tender was placed on the Chest on 3rd December 2024 with a closing date of 27th January 2025, which is being supported by the Procurement</li> </ul>

- Insurance cover may be inadequate: we may be over / under insuring or at worst 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 has been recently withdrawn on a specific item, however some cover has recently been re-instated.

- 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.

- Property Services are aware that any changes to properties – e.g. closure / extensions / acquisitions / disposals should be informed to the Insurance Team, so correct action can be taken with the Insurance provider.

Team, our Insurance Broker and Yorkshire Purchasing Organisation (YPO)