

# **Corporate Risk Register 2024/25**

**28<sup>th</sup> February 2025**

## 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	4	4	16	31 <sup>st</sup> July 2023
CR7	ICB Implementation & Establishment and Budget Pressures	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	2	5	10	
CR30	Staff Safety	4	4	16	
CR31	Staff Wellbeing & Absence	3	4	12	25 <sup>th</sup> July 2024
CR33	Housing Services Transition	3	4	12	
CR34	Sure Maintenance Contract	1	5	5	
CR35	Insurance Cover	3	5	15	
CR36	Project Safety Valve Agreement Delivery	3	5	15	
CR37	Meeting Children's needs better, sooner and more cost effectively	5	4	20	

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)
CR1	<b>Financial Sustainability</b>  The risk that the council fails to deliver a sustainable financial strategy that supports the corporate priorities with the ultimate risk being the inability for the council to set a legal budget with the then issue of a Section 114 notice stopping new and non-essential expenditure until the issue is addressed. The risk of financial sustainability in local government primarily arises from funding levels being insufficient to meet the increasing demand and cost of services leading to a funding gap requiring the identification and delivery of savings proposals to reduce the requirement for non-recurrent reserve funding in setting the budget.	5	5	25	5	5	25	5	5	25	2	5	10

<b>Risk Owner</b>	N. Kissock
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<b>Responsible Officer</b>	<b>Risk Action Status</b>	<b>Trend</b>	<b>Next Risk Review Date</b>
N. Kissock	On target	Static	June 2025

<b>Key Potential Impacts</b>	<b>Current Controls</b>	<b>Planned Actions</b>
<ul style="list-style-type: none"> <li>The increasing demand for, and cost of, Adults and Children's Social Care services which are primarily statutory and representing an</li> </ul>	<ul style="list-style-type: none"> <li>2025/26 Budget and Medium Term Financial Strategy agreed by Council on 19th February with a contribution from reserves of</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Finance Board set-up meeting on a minimum monthly basis and with a standing agenda item to review in-year</li> </ul>

increasing proportion of council's revenue budgets.

- Failure to eradicate the deficit in Dedicated Schools Grant (DSG) or staying within High Needs Block allocation in line with the Project Safety Valve approved plan potentially resulting in Department of Education warning and intervention and budget restrictions
- Public sector spending reductions and the impact of rising inflation and cost of living pressures which increase the cost of services and impact funding levels and the ability to continue to deliver effective services.
- Failure to deliver agreed savings results in in-year additional pressures and increased funding gap and additional future savings requirement.
- Reducing reserve levels affects the ability to support funding gaps and invest in transformational programmes.
- Financial impact of National Pay Award and Real Living Wage.
- 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.
- Ongoing impact of inflationary pressures and interest rates has an impact on the affordability of all Council services

c£5.8m which was significantly lower than the £19.5m reported at November Cabinet.

- Quarterly reporting of the forecast financial position reported to 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.
- DfE Recovery Plan 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.

financial performance including agreed savings delivery and agree any mitigating actions required.

- Improvement in the forecast in-year overspend reported at quarter 3 and further work being undertaken to / Zero Based Budgeting approach being developed and work being planned and scheduled over the summer overseen by the strategic finance board with the intention to develop budget proposals for consideration by November Cabinet.
  - Lobbying of GMCA and Government for additional funding and support to LAs continues through the political and professional channels including reviewing and responding to the likely consultation regarding a revised funding model for local government.
  - Use of apprentices and training of existing workforce to ensure a workforce which meets both current and future needs.
  - Review of MTFS funding, income and expenditure assumptions to identify revised forecast funding gap to be reported to November Cabinet.
  - Finance Restructure to be consulted and implemented reflecting the issues identified as part of the original finance improvement plan and further informed by the finance transformation programme
- Unit 4 upgrade

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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) A. Carter 2) J.Dennis	On target	Static	June 2025

Key Potential Impacts	Current Controls	Planned Actions
1) • National threat level remains at SUBSTANTIAL (unchanged since Feb 2022) • Ongoing national threat from terrorism due to potential resurgence of terrorist activity and radicalisation of vulnerable members of community.	1) • Emergency response policies, Prevent initiative, GM Resilience Forum and Tension Monitoring Report. • Training and updated Cyber Essentials Toolkit in place for NHS GM; PCN	1) • Continued early intervention work and community engagement through the Community Safety Partnership.

- 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

- 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
- 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.
- 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
- Started Security Centre Joint Agreement with Salford Council
- Attained a 15k grant for meeting the CAF requirements
- Additional Security Tools added through Salford Arrangements

- Further training and investment in cyber security to be progressed against IG Action Plan timeframes.
- Cyber Essentials accreditation for the Council to be achieved
- Cyber security simulation exercises

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

2) • Newly appointed Councillors received security awareness training during induction process  
• Advice obtained by all GM Authorities setting out legal recourse for Members subject to harassment. On going consideration being given to sharing expertise across GM when responding to Member safety matters.

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

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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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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A.Carter	On target	Static	June 2025

Key Potential Impacts	Current Controls	Planned Actions
<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> <li>Design sessions being held during Q4 2023/24 to support launch of new ways of working from 1st April 2024</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> <li>Bid submitted to the Capital Board for Digital Strategy for 2024/27</li> </ul>



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<ul style="list-style-type: none"><li>• Recruitment to 5 roles in the DDaT structure</li></ul>
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<ul style="list-style-type: none"><li>• Review of structures to ensure that service can meet demands of the council post housing transfer and other changes</li></ul>
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CR5	<b>Increasing demand pressures for Adult Care</b> There is a risk that rising demand for a range of services across the council create unsustainable pressures on council services and budget . This also includes demand pressures via the NHS, which affect the Council's demand profile	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	June 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> <li>For childrens services the reporting mechanism and risk register management through the SIAB have been further</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)
- For children services NHS waiting times as they pertain to childrens improvement and particularly SEND improvement are reviewed regularly through the Joint Commissioning Group and also the SEND improvement and assurance board programme reporting (PIP3), and NCA and Pennine Care managers attend the SIAB delivery board.

strengthened. In addition Bury has provided strong representation at the ICB Exec Committee on the need for urgent prioritisation of the three biggest gaps in NHS SEND delivery - adult ADHD provision, childrens ND pathways, and community paediatrics, and policy documentation is in development in all 3 areas.

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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	4	4	16	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	Some slippage	Static	June 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> <li>Intention to expand the current car club offer through a procurement exercise (GM/Bury).</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.
- Working Group established for Climate Change Adaptation & Resilience.
- Funding approved to explore the feasibility of installing a heat network in Bury Town Centre.

- 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 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

	<ul style="list-style-type: none"> <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> <li>• Climate Action Officer resigned from post which is currently vacant awaiting recruitment backfill</li> </ul>	<p>generate and deliver decarbonisation projects for our assets.</p> <ul style="list-style-type: none"> <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> <li>•Bury town centre heat network moved to phase 2 of feasibility study expected outcome April 2025.</li> <li>•Resource approval to be submitted in Feb 2025 to backfill</li> <li>• Following senior leadership restructure to explore options to supplement resource capabilities via regeneration teams through shared common objectives</li> </ul>
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CR7	<b>Effect of ICB Establishment and Budget pressures</b>  NHS GM is the Integrated Care Board for GM, established in July 2022 and incorporating the 10 CCGs in GM. During its implementation and establishment, as a large and complex transition process, there is a risk that there is a loss of focus on local transformation and reform of health and care services in the borough, particularly in the light of significant financial pressures 24/25 and 25/26. In addition the future of NHS GM is uncertain following national announcement in March 2025 and this may create further risk to local partnership.	4	5	20	3	4	12	3	4	12	2	4	8

<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>
W. Blandamer	On target	Static	June 2025

<b>Key Potential Impacts</b>	<b>Current Controls</b>	<b>Planned Actions</b>
<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</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</li> </ul>	<ul style="list-style-type: none"> <li>Work with GM partners as GM operating model further matures and developed.</li> </ul>

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

- In addition the period 2024/25 and predicted 25/26 financial position of the ICB is very challenged and there is a risk of withdrawal of services or funding opportunities that currently support demand management or support key integrated service delivery.

In addition there is from March 2025 doubt on the future role, capacity and operating model of NHS GM with associated risks of lost capacity, lost focus, and reduction in locality prioritisation.

continued placed 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 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.

- In relation to the budget pressures the Locality Board routinely reviews the financial performance of all partners in the Bury Integrated Care Partnership and the integrated delivery board reviews risks and opportunities for the system to mitigate individual organisational budget pressure
- Issues and risks escalated to Integration Delivery Collaborative Board and to Locality Board and where necessary to the Executive Committee of the ICB

- 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.



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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	June 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</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.

- Adverse impact on staff engagement and wellbeing

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

- Management development programme & new management basics programme

- Clear two-way staff engagement approach, including regular Pulse Surveys

- Skills and capacity development opportunities, including through Apprenticeship Strategy

- OD team in place and plan to focus on key areas

- Focus on values and behaviours through focused campaigns

- Pulse Survey and corporate and departmental response plans

- Additional capacity and specific strategy focused on Children's Social Workers

- Increased emphasis on Employee Review completion and quality

- Refresh and update core policies and procedures.

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

- New corporate governance arrangements and senior management engagement / development

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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
P. Lakin	Some slippage	Static	June 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> <li>Develop a proposal for a Facilities Management Service to act as a central</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.
- 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.

point of expertise to provide support to services under a Business Partner arrangement.

- 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.
- Progressing FM restructure with consultation with unions and staff expected to be undertaken in March 25
- Town Hall development project being led by BGI
- Fire Safety Officer appointed due to start March 25

	<ul style="list-style-type: none"><li>• Desktop assessment and risk based survey work undertaken on Operational sites known at time of writing</li><li>• Appointed asbestos compliance officer 09/09/2024.</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)
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	June 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> <li>• Recruitment and Retention plan following full review aimed at attracting committed professionals to Bury.</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>• Further support for embedding the Family Safeguarding approach provided by LCC, under the SLIP arrangements to provide external assurance (March/April 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.

- 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 - senior manager tier (HoS and SM) now fully and permanently recruited.
- Established 4th assessment team to provided 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
- Diagnostic of our Fostering service took place 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 (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
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	June 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</li> <li>• Developed a central repository for Council wide data sharing agreements; joint controller agreements.</li> <li>• IG training compliance monitoring reported in to the Executive team monthly.</li> <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> </ul>	<ul style="list-style-type: none"> <li>• Review capacity to support the Data Protection Officer - ongoing temporary support from the Elections manager</li> <li>• Review communications and engagement with requesters whose claim is outstanding - comms planned to be rolled out at the end of March</li> <li>• Regular meetings planned with the Assistant Ombudsman</li> </ul>



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|  | <ul style="list-style-type: none"><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 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 approved at February Audit Committee</li><li>• Re-reviewed all the ICO recommendations updated action plan considered at the February Audit Committee</li><li>• A revised Privacy statement has been drafted and circulated.</li><li>• All staff in the policy and compliance team have undertaken SARs and FOI external training.</li><li>• Governance and Assurance Board has been established with regular reporting on SARs/EIRs/FOIs and data breaches and training compliance</li><li>• Member Assurance Board to receive a monthly update report on levels of compliance</li><li>• New online data breach form has been produced</li><li>• IG Management handbook has been produced</li><li>• Comms strategy developed for IG</li></ul> |  |
|--|--|--|

	<ul style="list-style-type: none"><li>• SARS do's and don't document has been produced and shared with Officers on receipt of a SAR</li><li>• FOI caseviewer system developed and now used for all FOI and EIR enquiries</li><li>• LGO monthly compliance reporting to CE and MO will also be discussed at the Governance and Assurance Board.</li><li>• LGO happy with levels of compliance Convene working group to strengthen process, roles and responsibilities.</li><li>• Network of IG Champions refreshed and re-established. Completed</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>• FOI training 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 includes 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	June 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, including the Western Access highway works that will help deliver the first phase of development. A full funding package has yet to be identified to advance these works over the next two years.</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. Funding bids to be developed from CRSTS1 and CRSTS2, as well as other opportunities for funding. Work has progressed on the sites Development Framework, which will help to programme delivery and development of the site.</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.

- Adoption of PFE will enable the progress of large residential sites which will help unblock housing supply constraints. Private 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 and these should progress during 2025.
- 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

- promotion. Bury have appointed an externally funded, dedicated PM to ensure internal capacity and skills in place.
- Progress Development Frameworks and infrastructure delivery plans for the strategic housing sites.
  - 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

likely to change following Spending Review in Spring 2025.

- 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.
- 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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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Young	Some slippage	Static (with some signs of underlying improvement)	June 2025

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• LGO ombudsman investigations and complaints.</li> <li>• 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> </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> </ul> <p>Involvement of parents and children in all aspects of the work of the SIAB</p> <ul style="list-style-type: none"> <li>• Co-produced Priority Impact Plan,(PIP)addresses areas identified in</li> </ul>	<ul style="list-style-type: none"> <li>• Work continues with Bury2Gether on a co-produced summary SEND Strategy document</li> <li>• Develop and launch a new communication and engagement plan</li> <li>• Develop a partnership Workforce Strategy and a partnership L&amp;D Plan</li> </ul>

- Increase in demand for specialist placements
- DfE and NHS£ do not see improvement in the stocktake reviews and 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

inspection (approved by Ofsted & CQC) with identified outcomes, actions and impact

- Reviewed and strengthened Quality Assurance Protocol for EHC Plans & rollout of digital QA tool, Invision 360
- 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 and two positive deep dive thematic reviews of Preparation for Adulthood and the Graduated Approach
- Further increased capacity in EHCP statutory assessment team to enable more timely assessment and reviews.
- 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+O16
- Review and redesigned processes within the statutory assessment team, including roll out of core programme of training and development

- Develop Education & Inclusion Strategy

• Establish Preparing for Adulthood Pathways, across Education, Health and Social Care

- Develop Alternative Provision / EOTAS Policy
- Continue to develop and implement the annual review recovery plan

	<ul style="list-style-type: none"><li>• Appointment to Communication &amp; Engagement Officer</li><li>• PPL now providing comprehensive project support and management to both the improvement work under SIAB and the workstreams under project safety valve.</li><li>• Successful delivery of the initial annual review recovery programme, focused on children and young people in transition year groups, moving between phases of education.</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)
CR19	<b>Financial Capacity</b>  Financial capacity affects a council's ability to fully understand and report accurately its revenue, capital and balance sheet financial performance and position both in-year and forecast over the medium-term, provide the appropriate advice to budget holders and elected members to support effective decisions-making and run the risk of not meeting statutory requirements and negative assessments by the external auditors and regulators, e.g. in producing the council's annual statement of accounts and government returns. Risks could ultimately include being unable to set annual budgets and deliver a financially sustainable position for the council or indeed making service changes earlier than required in purely financial terms.												
		5	5	25	4	5	20	4	5	20	2	4	8

<b>Risk Owner</b>	N. Kissock
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<b>Responsible Officer</b>	<b>Risk Action Status</b>	<b>Trend</b>	<b>Next Risk Review Date</b>
N. Kissock	On target	Static	June 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> <li>• identify and deliver savings,</li> <li>• identify and maximise opportunities to generate additional income or external funding for projects,</li> <li>• to submit government and funding returns,</li> <li>• be supported in financial business case development for project work.</li> </ul> </li> <li>• Elected Members not receiving sufficiently robust financial advice to support effective decision-making and deliver financial sustainability.</li> <li>• 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</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed the current structure. Service gaps that have been identified have been filled short term with interims whilst the structure is revised. Report approved by Council on 21st February 2024 on senior finance structure.</li> <li>• Director of Finance (permanent S151 Officer) and Assistant Director of Finance (Deputy S151 Officer) in post from 1st July 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Phase 1 of the revised Finance Structure has been developed with consultation planned to begin in March informed by the review of the existing structure, engagement with the current Finance team and with reference to both operating models in place elsewhere and the requirements set out in the CIPFA Code on the role of the Chief Finance Officer in Local Government. Transformational opportunities being afforded through the planned upgrade of Unit 4 with significantly improved functionality, adoption of best in class processes and supported self service for budget holders.</li> <li>• Programme governance for the Unit 4 upgrade is in place with key milestones and capacity requirements identified, agreed by Cabinet and an ultimate implementation target date of April 2026.</li> <li>• 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 agreed at the special audit committee meeting on the 9th January with delivery of the finance specific actions overseen by the Strategic</li> </ul>

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.

Finance Board and reported to Audit Committee on a quarterly basis.

- It is anticipated that permanent recruitment to the phase 1 revised finance structure will be undertaken in the first quarter of the new 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
R. Rummerfield / J. Kelly	On target	Static	June 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> <li>A forecast has been produced that shows a reduction of ~£2.673m in 24/25.</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> <li>Regular updates provided to Exec Team and to Schools in relation to costs.</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> <li>Centralising energy budgets across the Council to be managed by the Energy Team going forward.</li> </ul>

	<ul style="list-style-type: none"> <li>• Newly developed mandatory Carbon Literacy Training module available for staff and now mandatory.</li> <li>• Streetlighting LED replacement programme remains underway.</li> <li>• New water supply contract procured and commenced on 01/11/23. This includes schools, all corporate buildings and selected 3rd party organisations.</li> <li>• Work had commenced on a new Gas Supply Contract renewal which is due to go live in Apr 25.</li> <li>• Feasibility study being undertaken to identify potential solar farms across the borough.</li> <li>• A deep dive report was submitted for the Audit committee in December 23.</li> </ul>	<ul style="list-style-type: none"> <li>• Further energy saving opportunities being investigated.</li> <li>• Feasibility studies being carried out on 23 corporate buildings for potential solar PV opportunities.</li> <li>• 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.</li> <li>• Cabinet Report for solar photovoltaic project to be resubmitted following estate evaluation by BGI.</li> <li>• In year actual and forecast modelling to provide accurate current projected reduction</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)
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	June 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 (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
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	June 2025

Key Potential Impacts	Current Controls	Planned Actions
<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>	<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>In March 2025 a comprehensive LGA peer assessment 'mock inspection' was undertaken - formal results awaited but initial feedback very positive in relation to the effective operation of the adults function and the framework of partnership with NHS that supports it.</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

- 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.

In relation to the Preparation for the CQC inspection particularly

- There is insufficient workforce or time to prepare adequately for CQC assurance which risks the council not meeting the required standards to achieve a rating of Good
- Further contribution to the Council's financial pressures. In March 2025 a comprehensive LGA peer assessment 'mock inspection' was undertaken - formal results awaited but

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	June 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. Expectation of the B&B elimination plan from the MHCLG, and reducing stay to below 6 weeks in B&Bs, as at risk of losing funding.
- New Government now in place which will have a significant impact on the Asylum Systems which will lead to increased numbers
- 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.

- 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

- Evisa's for all refugees to completed by December. If not completed then can impact benefits housing etc.
- Ukrainians will need to apply for UPE which is an 18 month extension, with now planned exit strategy. LA will only receive £350 for thank you payments from the HO. LA currently pays £450 to hosts for accommodating Ukrainians.
- Government have transferred the ARAP and ACRP to a ARP scheme. There will be new model introduced for placements of Afghan resettlements amongst on regions in the UK
- Arrival of Chagossians in March. Bury have pledged 6 families

- 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
  - Planned resettlement support for the arrival of the Chagossian families into the borough, including accommodation.
  - All LAS in the GMCA have agreed to offer the same amount of host payments (£350) ensuring that all hosts are treated the same

- 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
- Reprofile 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.
- Recruitment for an additional migration officer to offer direct resettlement support to Ukrainian refugees and Afghan refugees.

	<p>in all boroughs, mitigating breakdown of accommodation. A joint letter has been framed and distributed from all LAs to the host and refugees.</p> <ul style="list-style-type: none"><li>• Ensure that all webinars and meetings are attending relating to the changes to the ARAP scheme and communicated to Senior leaders.</li><li>• Implementation of the B&amp;B elimination plan for the MHCLG, 28 step down properties have been mobilised</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)
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	2	5	10	1	5	5

<b>Risk Owner</b>	P. Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
R. Summerfield / R. Frith	On target	Static	June 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> <li>Identified all building leads for buildings in the master list.</li> </ul>	<ul style="list-style-type: none"> <li>Control/contracted out depending on capacity of the team.</li> <li>Housing Services appointed a contractor to assess Housing stock, report has been shared with FM and to be signed off by exec director (no concerns regarding RAAC)</li> <li>BGI to explore structural survey support to facilitate building checks</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.

- 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
- Strategy devised for the Management of Reinforced Autoclaved Aerated Concrete presented to SLT 11/9/2024
- RAAC Methodology produced regarding risk based approach to identification/confirmation/absence of RAAC in buildings
- Desk top review of operational buildings for a risk based approach and escalate to

- Departments updating master buildings list circulated 12/9/2024
- Facilities Management appointed structural surveyor and asbestos contractor to provide survey reports for in scope operational buildings
- 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
- Final report to be shared with exec team following completion of Educational sites, Housing services and Operational buildings
- Commercially let estate being led by Place. The risk in the has commercial estate been mitigated by reviewing building typologies/construction. Those buildings where there was a risk of RAAC have been surveyed, with no RAAC being identified. There are ongoing discussions with legal colleagues regarding long leases where the Council does not have an interest in any buildings on sites



	<p>structural survey sites where absence of RAAC cannot be confirmed.</p> <ul style="list-style-type: none"> <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 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</li> <li>• Building Control supported with RAAC inspections with summary statement provided and held on master building portfolio</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)
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	June 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> <li>• Additional H&amp;S capacity in place to focus on high risk areas - Operations and Housing</li> </ul>	<p>compliance (initial focus in Operations and Housing)</p> <ul style="list-style-type: none"> <li>• Focused work in Housing</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	3	4	12	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	Decreased	June 2025

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> <li>Wider work on governance and prioritisation</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	4	12	3	4	12	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	June 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> <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> </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> <li>• Horizon scanning regarding regulatory compliancy</li> <li>• *Essential recruitment being approved in order to provide a robust and compliant service</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational Change Plan delivered</li> <li>• Final structural changes completed by August 2025</li> <li>• Implementation of new Governance and Assurance framework</li> <li>• Procuring an external provider to help scope the potential viability of STH Ltd to help in decision making.</li> </ul>

- Reputational damage
- Regulatory intervention/consequence due to non compliance.
- STH Ltd remains an entity in its own right and with this risk associated to our ability to service it as a separate RP.
- Financial repercussions in relation to structures and the ability for the repairs/compliance and assets service to be able to deliver services safely keeping up with demand and ensure ongoing regulatory compliance. The accurate reporting and monitoring of compliance and delivery against the improvement plan whilst under resourced continues to be a challenge
  - Managing cultural change and the impacts on staff / service delivery.

- 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.
- Planned compliance internal audits to provide ongoing assurance
- Development of appropriate PI's associated to any new requirements into monthly scorecard for oversight and scrutiny.
- Developed a mock inspection improvement plan which ref's the SIP to ensure ongoing compliance against the consumer regulations.
- Workforce transformation board developed.

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	1	5	5	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	Decreased	June 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	June 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> <li>Insurance cover may be inadequate: we may be over / under insuring or at worst could even</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> <li>Insurance Brokers support activity of the Insurance section and assist with the establishment of tender documents.</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>

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.

- 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)

- 2024/25 tender exercise has taken place, however the property data required was still not available. Closing date for tender submission 3/2/2025. Evaluation process taking place.

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)
CR36	<b>Project Safety Valve Agreement Delivery</b>  Actions agreed as part of the project safety valve agreement with the DfE are either not completed/delivered, or do not reduce the cost of SEND and AP provision within the borough to the extent envisaged within the Management Plan.												
		4	5	20	-	-	-	3	5	15	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>
S. Holden	On target	New	June 2025

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• Inability to deliver the management plan will leave Bury with a substantial residual and recurring deficit in the Direct Schools Grant, which will leave the council dependent on continuation of the DfE guidance that DSG is to be held outside of the council's general funds.</li> <li>• Inability to deliver the plan has the potential to negatively impact central government perspectives on Bury as a local delivery partner.</li> <li>• Increase in levels of need nationally and locally post Covid mean that the elimination of the</li> </ul>	<ul style="list-style-type: none"> <li>• PSV Delivery Board monitoring progress in delivery of the plan – meeting monthly, including financial analysis and workstream progress reporting against plan each month</li> <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>• Revision and reprofiling of the management plan</li> </ul>	<ul style="list-style-type: none"> <li>• Further planned activity to reduce the projected deficit and move Bury closer to the plan through further tightening of processes, further development of the graduated approach and shift in the balance of placements for children with EHCPs</li> <li>• Further develop a Resource Provision Sufficiency Strategy, including secondary phase.</li> </ul>

deficit will not be achieved within the agreed timescale due to the demand compounded by the specialist maintained school capacity within Bury and the continued need for Independent and non-maintained special school places.

- Extensive activity across 8 workstreams agreed with the DfE as part of the PSV agreement: Early Years, Graduated Approach, Local Offer, Special Schools, Resourced Provision, Education Other than at school, Alternative Provision and Individual EHCP review
- Education restructure has strengthened the SEN EHCP team – enhancing capacity to meet expectations around the annual review process - and has also created a SEN support enhanced outreach offer.
- Increased Resource Provision within primary and secondary mainstream schools
- Planned staged increase in maintained special school capacity between 2024 and 2028, with 3 new special schools focused on the needs most commonly being met currently through places in Independent and Non-Maintained Special Schools.
- Impact of measures taken to date within PSV have shifted both the trend in the deficit and Bury's relative position nationally (deficit expressed as a % of the total DSG funding in year). Further the impact of the strategy (& wider SEND improvement work) has seen reduction in requests for EHCP assessments and in the number of new EHCPs being issued. Bury is unusual in this regard, as the national trend is strongly upward in both these measures.

- Continue to implement the EHCP annual review recovery plan – focusing on phase transfer points.
- Drive forward with the increased special school capacity – Millwood Special School additional building wing (2025/26), Special Free School #2 (2027)(council has completed its internal agreement processes, awaiting DfE confirmation of timeline/funding); Special Free school #3 (2028?)– pending DfE confirmation that it is proceedings (announced at the end of the last government's period in office).

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)
CR37	<b>Meeting Children's needs better, sooner and more cost effectively</b>  Children's needs that are either not identified or not well addressed can often escalate and require more intense, and more costly intervention to remedy. Analysis of the pattern of support provided to children and families in Bury shows growing dependence on higher cost provision for both children in public care and children with EHCPs. The growing use of higher cost places a growing burden on council budgets.												
		5	5	25	-	-	-	5	4	20	4	4	16

<b>Risk Owner</b>	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
S. Holden L. Evans	On target	New	June 2025

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> <li>• More children becoming subject to child protection plans</li> <li>• More children with child protection plans</li> <li>• More children entering public care</li> <li>• More children in public care</li> <li>• More requests for assessment of children for EHCPs</li> </ul>	<ul style="list-style-type: none"> <li>• Reconsideration and development of the rewards system for Bury council foster carers</li> <li>• Development and launch of 2 Mockingbird constellations to support foster carers and the children they care for</li> <li>• Development of the Keeping Families Together service to support teenagers to</li> </ul>	<ul style="list-style-type: none"> <li>• Reconnect project to support the effective step down of children from residential care into family based homes.</li> <li>• Development of two new Bury council run children's homes.</li> </ul>

- More EHCPs for children issued.
- Fewer children living in family-based homes
- Fewer children attending maintained schools
- More children with EHCPs in need of specialist support attending high cost independent or non-maintained schools.
- More children living in residential care homes.
- Increased council spend on homes for children in care
- Increased spend from the Direct Schools Grant on schools for children with EHCPs

- remain with their birth family where possible and appropriate.
- Roll-out of the Graduated Approach toolkit for use in better supporting children with additional needs.
- Development of more resourced provision within mainstream schools to better support children with additional needs in primary and secondary schools
- Increased local maintained special school capacity – increasing the number of children able to attend Millwood special school and opening of Brookhaven special school
- Legal gateway panel decision-making concerning all children entering care.
- Development of EHCP annual review recovery plan – to support more effective review of children's EHCPs to better support their additional needs.
- Review and refocus and development of Family Help services.
- Development of SEND Outreach service.

- Additional maintained special school capacity, with two new free special schools agreed with the DfE focusing on primary needs (autism and social emotional and mental health) most often met by independent and non-maintained special school providers.
- Increase capacity of Educational Psychology service.
- Roll out of Bury Family Hub programme
- Embed the Solihull parenting programme as part of the Family Help delivery model
- Embed the Family Safeguarding model of practice across Children's Services
- Progression of increased Health Visiting and School Nurse Commission to support earlier identification and support for children in need/with additional needs.