



Corporate Risk Register 2025/26

28th February 2026

SUMMARY

Risk Ref	Risk Title	Likelihood	Impact	Score
CR1	Financial Sustainability	5	5	25
CR4	Digital Transformation	2	4	8
CR5	Increasing Demand Pressures	3	5	15
CR6	Climate Change	4	4	16
CR9	Workforce Skills & Capability	4	5	20
CR11	Building Management	4	5	20
CR12	Children's Social Care Services	2	5	10
CR13	Regulatory Compliance	3	4	12
CR15	Regeneration & Development	5	5	25
CR16	Special Educational Needs & Disabilities	5	5	25
CR19	Financial Capacity	4	5	20
CR20	Increasing Energy Prices	3	4	12
CR23	Adult Social Care Reforms	2	5	10
CR28	Asylum & Immigration	3	5	15
CR29	Reinforced Autoclaved Aerated Concrete	1	5	5
CR30	Staff Safety	4	4	16
CR31	Staff Wellbeing & Absence	3	4	12
CR35	Insurance Cover	3	5	15
CR36	Project Safety Valve Agreement Delivery	1	5	5
CR37	Meeting Children's needs better, sooner and more cost effectively	5	4	20
CR38	Destabilisation of Health & Care System	4	4	16
CR39	Financial Pressures in NHS GM and Impact of NHS Structural Changes on Locality Working	4	5	20
CR40	Community Tensions and Global Conflicts	4	4	16
CR41	Cyber Crime and Digital Threats	5	3	15
CR42	Elections	2	4	8
CR43	Increase in fuel and oil costs	4	4	16

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	<p>Financial Sustainability</p> <p>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.</p>	5	5	25	5	5	25	5	5	25	2	5	10

Risk Owner	N. Kissock
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
N. Kissock	On target	Static	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> The increasing demand for, and cost of, Adults and Children's Social Care services which are primarily statutory and representing an increasing proportion of council's revenue budgets. Finance Board chaired by the s151

Current Controls
<ul style="list-style-type: none"> Revenue Budget and capital programme approved annually by council in February including the s151 officer's advice with regard to the robustness of the forecast assumptions and adequacy of reserve levels

Planned Actions
<ul style="list-style-type: none"> 2026/27 Budget and Medium Term Financial Strategy through to 2028/29 agreed by Council on 25th February reflecting the outcome of the 3 year local

officer set-up as part of the council wide improvement plan and with responsibility for

- 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 resulting in in-year additional pressures and an increased forecast funding gap and additional future savings requirement.
- Reducing reserve levels affects the ability to support funding gaps and invest to save 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 societal 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

. • Finance Board chaired by the s151 officer meeting monthly and with responsibility for overseeing the council's annual budget process and in-year budget delivery .

- Quarterly reporting of the forecast financial position reported to Cabinet and monthly monitoring of general fund budgets and DSG overseen by the Finance Board including progress in regard to the delivery of approved savings and development and review of mitigation plans to offset any anticipated under-delivery. 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 the Medium Term Financial Plan and budget approved 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.
- Annual focused budget activity looking at proposals to address the forecast funding gap in future years.

government funding settlement and saving proposals resulting from the zero based budget review activity undertaken across all services earlier in the year leading to the budget being set with a contribution from reserves required of c£3.977m, a reduction of c£1.9m from the 2025/26 funding gap.

- An overspend is being forecast of £7.9m at Q3 primarily as a result of demand related pressures, and the cost of meeting that demand, in both Adult and Children's Social Care, which are national issues, mitigation plans have been put in place in both service areas and progress reviewed at the Finance Board each month along with tracking delivery of all approved savings plans.
- The MTFS is forecasting a funding gap of £21.155m by 2028/29 and outlines the approach to be undertaken in the first half of 2026/27 to identify proposals to reduce the gap and requirements for reserve funding going forward.
- Government have announced the winding up of Project Safety valve and the writing off of 90% of the High Needs Block accumulated deficit.

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CR4	<p>Digital Transformation</p> <p>Digital transformation risks in local government stem from the challenges of adopting new technologies to improve services and operations. Key risks include outdated infrastructure, insufficient staff training, resistance to change, and data security vulnerabilities. Failure to effectively implement digital solutions could lead to inefficiencies, increased costs, data breaches, and missed opportunities for service improvements, ultimately impacting public trust and operational effectiveness</p>	3	4	12	3	3	9	2	4	8	2	4	8

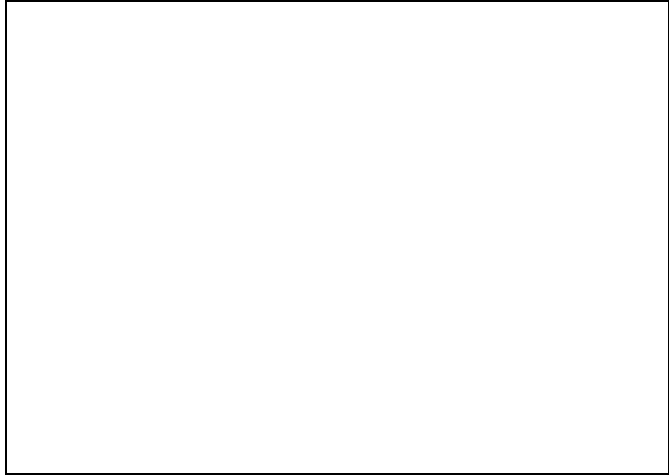
Risk Owner	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A.Carter	On target	Decreased	June 2026

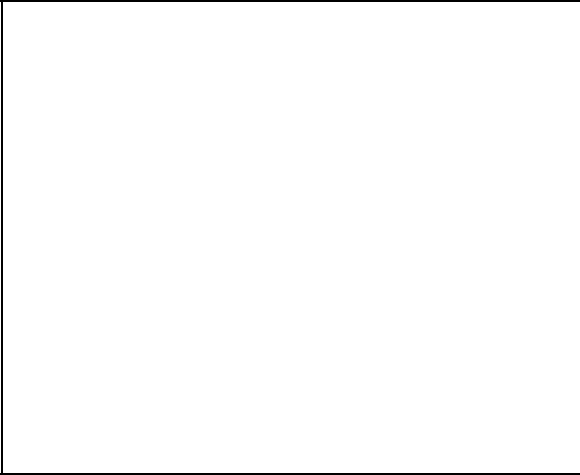
Key Potential Impacts
<ul style="list-style-type: none"> Inability to achieve ambition for new ways of working, improved customer and staff experience through delivery of the Digital Strategy.

Current Controls
<ul style="list-style-type: none"> Digital Strategy and Roadmap agreed through Performance & Delivery Board, Digital Board established to monitor and ensure progress against plan.

Planned Actions
<ul style="list-style-type: none"> New project highlight documentation to be completed on projects Recruiting full time AD of DDaT



- Additional resources agreed through PDT & Finance Board to strengthen the Technology & Innovation Pillar within DDAT.
- Recruitment to commence in January 2026.
- Investment in new technologies approved within the Capital Programme including, replacement hardware, specialist back up and new Wi-Fi coverage
- Additional budget agreed to match commitment to revenue based cloud systems as opposed to replacing on premise infrastructure via capital spend.
- Digital Board now in place
- Recruitment to Programme Lead complete



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CR5	<p>Increasing demand pressures for Adult Care</p> <p>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</p>	4	5	20	3	5	15	3	5	15	3	4	12

Risk Owner	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Blandamer	On target	Static	June 2026

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

Current Controls
<ul style="list-style-type: none"> • Within the council ASC robust governance systems are in place . In addition to this a transformation board oversees multiple programmes to deliver demand reduction, improve outcomes and cost effectiveness. Detailed performance reports are made to both cabinet and scrutiny • Real living wage agreed and funded through contracts for all social care packages helps ensure sustainability of the workforce and care sector

Planned Actions
<ul style="list-style-type: none"> • Continued delivery of Adult Social Care Transformation plan and business plan , with a particular focus on transition, adults of working age, strengths based working, and market sustainability. • For children's services the reporting mechanism and risk register management through the SIAB have been further

• 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 children's services improvement and achievement of SEND priority action plan commitments as a consequence of significant demand pressures in children's health services, including demand for mental health services, for speech and language therapy and for community paediatric services.

• 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, children's 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, children's ND pathways, and community paediatrics, and policy documentation is in development in all 3 areas.

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CR6	<p>Climate Change</p> <p>Climate change poses significant risks to local governments, including damage to infrastructure, increased operational costs, public health challenges, and economic disruption. Extreme weather events, rising sea levels, and environmental degradation may strain public services, exacerbate inequality, and increase legal and compliance risks. and can present harm to residents.</p>	5	4	20	4	4	16	4	4	16	3	4	12

Risk Owner	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
B. Thomson	Some slippage	Static	June 2026

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

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

Planned Actions
<ul style="list-style-type: none"> Continued partnership work across GM. Climate Action Board will continue to meet quarterly. Continued delivery of Social Housing Decarbonisation bid. Intention to expand the current car club offer through a procurement exercise (GM/Bury).

- 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.

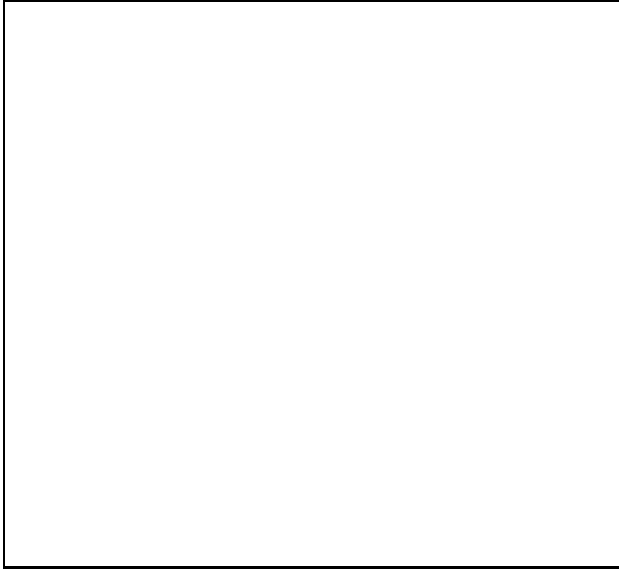
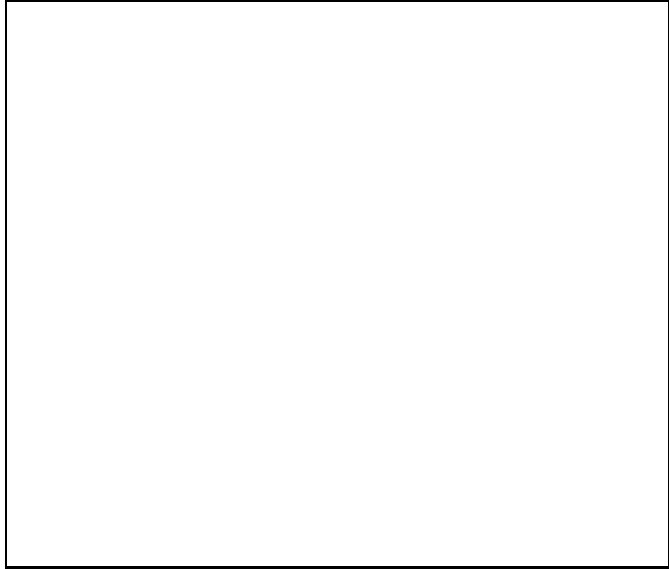
- Climate Action Board established and is part of the Team Bury Structure.
- Successful bid from STH to the Social Housing Decarbonisation Fund (SHDF) Wave 2 funding for energy efficiency measures on a further 200 properties on the Chesham Estate.
- 70% of Council vehicles now replaced with lower emissions 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).
- Working with colleagues from Place to ensure that regeneration projects take sustainability/decarbonisation into consideration.
- Climate change e-learning course made mandatory for council employees
- 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.
- Integration of 15 Electric Vehicles into the Council fleet to move towards the decarbonisation of council operations.
- Reviewed Climate Action Strategy March 26
- Climate Action Officer recruitment underway
- Bury town centre heat network phase 2 of feasibility completed.

- 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

- GM EVCI Procurement Taken Place - awaiting procurement award
- 300 potential off street public sites identified in Bury

generate and deliver decarbonisation projects for our assets.

- Expand the existing number of Schools Streets to encourage walking and cycling to school and to reduce the number of car miles covered by the “school run”. This will improve air quality and reduce carbon emissions.
- Exploring the feasibility of Solar Farms on public owned (grazing land)
- Bury town centre heat network exploring next steps to move to a design stage following positive feasibility study outcome. In discussions with heat network contractors, GMCA and DESNZ to decide on our best route to market and potential delivery
- Working with TfGM and neighbouring GM local authorities to put out a tender for the provision, service and maintenance of public charging infrastructure award of contract expected in March 2026
- Exploration of options to supplement resource capabilities via regeneration teams through shared common objectives delayed due to staff sickness absence. Delayed until Q3
- Climate Change Officer post vacant, established funding - business case being submitted to back fill.
- Bury town centre heat network exploring next steps to move to a design stage following positive feasibility study outcome. In discussions with heat network



contractors, GMCA and DESNZ to decide on our best route to market and potential delivery

- Working with TfGM and neighbouring GM local authorities awaiting outcome of procurement for the provision, service and maintenance of public charging infrastructure award of contract expected in April 2026
- Exploration of options to supplement resource capabilities via regeneration teams through shared common objectives

* Confirmation received regarding funding of vacant climate action officer post enabling recruitment expected to go live March 2026

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CR9	Workforce Skills and Capability 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

Risk Owner	T. Normanton
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
T. Normanton	On target	Static	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> • Adverse impact on delivery of Council priorities should the workforce capability and capacity prove insufficient, as the result of a lack of investment in employee development and / or an inability to fill key roles or retain staff. Likelihood increased given current regional and national recruitment challenges across a range of roles. • Increased costs through requirement to utilise more expensive agency or consultancy resources

Current Controls
<ul style="list-style-type: none"> • Prioritisation through the Corporate Plan and strengthened approach to Departmental Planning & Employee Reviews, including analysis of areas of cross-over and total capacity requirements • Agreed recruitment and retention strategies for both Childrens and Adults Social Care and engagement of a specialist recruitment partners • Strengthened external recruitment processes, social media presence and

Planned Actions
<ul style="list-style-type: none"> • Continued focus on prioritisation; training and development incorporated into People Strategy; development of a Talent Strategy. • Review of recruitment and attraction process and strategy as part of People & Inclusion improvement project - exploring talent acquisition model • Ongoing refresh and update core policies and procedures.

• 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
- Ongoing staff engagement, including Surveys
- Skills and capacity development opportunities, including through Apprenticeship Strategy
- OD team plan to focus on key areas for development and engagement
- Focus on values and behaviours through focused campaigns
- Staff Survey action plans
- Additional capacity and specific strategy focused on Children's Social Workers

• Values and behaviours work and wider focus on engagement linked to Survey - closer working with Communications.

• New corporate governance arrangements and senior management/ Leadership engagement / development

• Review of People & Inclusion service to strengthen capacity and capability

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CR11	Building Management (Operational Health and Safety) 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	4	5	20

Risk Owner	P. Lakin (Delegated to relevant Executive Directors where operational arrangements is within their Service area)
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
R. Summerfield (Delegated to relevant Executive Directors where operational arrangements is within their Service area)	Some slippage	Static	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> Breach of Health and Safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations.

Current Controls
<ul style="list-style-type: none"> Corporate Health and Safety independent audit undertaken with formal report, findings and recommendations.

Planned Actions
<ul style="list-style-type: none"> Structured investment to align AM and FM functions under a single ICT framework through wider use of Concerto system.

- Council buildings, facilities and premises must provide safe and effective environments for all building occupants that use them.
- Damage to Council buildings following community tension and potential disturbances
- Breach of Health and Safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations.
- Reputational damage through high profile RIDDOR incidents.
- Council buildings, facilities and premises must provide safe and effective environments for all building occupants that use them.
- Failure to implement appropriate health & safety measures
Inadequate compliance/ building condition monitoring system(s).
Significant identified backlog maintenance.
- Failure to manage effectively
- Condition of the estate
- Reduced Health and Safety support following corporate restructure

- Decant Manager in place to support the decanting of services from buildings (temporary post).
- Current working practices (Managers responsible for own buildings) remain in place.
- New Fire Strategy for buildings (under development).
- New Property and Estates Board established to have oversight of the individual department's 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.
- Spreadsheet produced to monitor compliance issues (FAGELL) across the 26 council buildings and progress is reported fortnightly to Exec Team.
- Appointed Fire Safety Officer 24/02/2025
- Escalation of compliance items through exec leadership team 26/02/2025 and 05/03/2025
- Regular reporting from P&E Board to ELT & review at Member's Assurance Group.
- Fire Marshal training under procurement.
- Corporate Assets and Facilities Management team established Sept 2025
- Creation of Corporate Assets and Facilities Management team to implement corporate landlord protocol and improved property management practice.

- Produce an Asset Rationalisation Plan.
- Procurement & Contracts post to centralise contracts for building related compliance/maintenance.
- Phased implementation of corporate landlord function and sourcing of sustainable revenue funding (current profile relies on flexible use of capital receipts) [timescale currently being developed for approval in April 2026]
- Potential investment in Bury Town Hall to reduce asset numbers and reduce cost/improve compliance.

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CR12	Children's Social Care Services Children left in harmful situations due to not having a stable, permanent and trained workforce.	4	5	20	2	5	10	2	5	10	2	5	10

Risk Owner	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Evans	On target	Static, with some signs of underlying improvement	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> • Children left in harmful situations and risk. • Following the inadequate ILACs judgement in October 2021 the improvement plan fails to deliver the pace of change needed which is reflected in poor monitoring visits from Ofsted and leaves the service and Council at risk to a greater level of intervention from the DFE. • High caseloads continue to lead to social worker high turnover which then impacts on children, families and partners. We continue to

Current Controls
<ul style="list-style-type: none"> • Post Ofsted Improvement Plan which has been accepted by Ofsted and the DFE; reviewed with partners individually and via Children's Improvement Board quarterly. • Independently Chaired Improvement Board with key partners to monitor impact of the improvement Plan. • Regular DFE reviews. • Regular Ofsted Monitoring visits • Recruitment and Retention plan following full review aimed at attracting committed professionals to Bury.

Planned Actions
<ul style="list-style-type: none"> • We continue to focus on our QA Framework to ensure it is well embedded, overseen via the fortnightly Performance & QA Senior Management Team Meetings * Further support for embedding the Family Safeguarding approach provided by LCC, under the SLIP arrangements to provide external assurance (March/April 2025).

be reliant on a higher proportion of agency 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

ILACS now lifted and work plan to deliver reforms in place

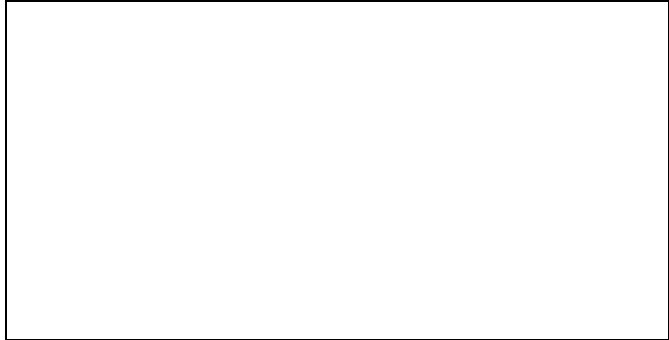
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CR13	Regulatory Compliance The local authority faces the risk of failing to comply with relevant laws, regulations, and statutory requirements.	4	4	16	3	4	12	3	4	12	3	4	12

Risk Owner	J. Dennis
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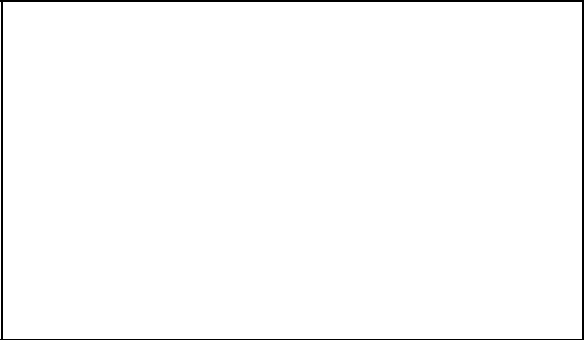
Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Dennis	On target	Static	June 2026

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> • Failure to meet the requirements of data protection legislation and good information governance practice / serious data breach. • Lack of compliance with statutory response times for Subject Access Requests may lead to legal challenge or enforcement action by the ICO. 	<ul style="list-style-type: none"> • Internal Audit completed for Record of Processing Activities (ROPA) and Freedom of Information (FO) compliance - continued monitoring by Audit Committee and Governance & Assurance Board (GAB) • Maintain a central repository for Council wide data sharing agreements; joint controller agreements. • Information Governance (IG) training compliance monitoring reported in to GAB - monthly/highlight report to Executive Leadership Team (ELT) & Members Assurance Group (MAG) 	<ul style="list-style-type: none"> • Continue with current controls and all business as usual mitigations

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| | <ul style="list-style-type: none">• IG risk management strategy implemented, including required completion of Data Protection Impact Assessments for any project involving the processing of personal data.• Staff induction process and system access implemented.• IG module included as part of the Management Development Programme.• 2024/25 DSPT submitted.• Updated IG Governance framework was approved at the October Audit Committee• All IG policies have been reviewed and additional policies included approved at February Audit Committee• Re-reviewed all the ICO recommendations updated action plan considered at the February Audit Committee• A revised Privacy statement has been drafted and circulated.• All staff in the policy and compliance team have undertaken Subject Access Requests (SARs) and FOI external training / purchase of Dapian System for tracking compliance - implementation April 2026• New online data breach form has been produced• IG Management handbook has been produced• Comms strategy developed for IG• SARS do's and don't document has been produced and shared with Officers on receipt of a SAR• FOI caseviewer system developed and now used for all FOI and EIR enquiries | |
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- LGO monthly compliance reporting to CE and MO, monthly report to GAB - annual report to standards and Overview & Scrutiny Committee
- Feb 2026 Audit Committee agreed that the Improvement Plan for 2026/27 will be monitored by cabinet alongside the Corporate Plan
- Continued review by MAG of Improvement Plan and Board Governance



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	Regeneration and Development 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

Risk Owner	P. Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
R. Summerfield / C. Logue / S. Porru	Some slippage	Static	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> 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. Council unable to achieve Council Tax, and Business Rates (NNDR) revenue funding growth

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

Planned Actions
<ul style="list-style-type: none"> Continue to explore funding opportunities - linked to various regeneration schemes: BGI will keep abreast of up-and-coming funding sources through regular contact with GMCA and other public bodies and will work with colleagues to ensure that opportunities are explored, and subsequent applications made for regeneration/development projects. Joint Bid being prepared to GM Growth Fund to

built into the Medium Term Financial Strategy (MTFS).

- 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.
- Mismatch between resources available and scale of ambition of the Council (Physical Regeneration Delivery) team.
- Recruitment challenge in terms of regeneration due to national shortage and non-competitive salary structure.
- 86% revenue funding reduction for regeneration delivery (puts at risk resource/capacity/training for implementation).
- Staff burnout due to workload pressure.

- 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

further support project delivery and 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

- Reduced operational capacity due to staff cost capitalisation.

- Regeneration team now at reduced level due to numerous resignations.

(Homes England) . National funding agenda 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.

- Joint work on programme management and resourcing for Bury town centre with GMCA

- Consider revised funding strategy for regeneration team to reduce reliance on short term capital and reduce staff turnover of core team.

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

Risk Owner	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Young	On Target	Static, with some signs of underlying improvement.	June 2026

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> LGO ombudsman investigations and complaints. Decline of parental trust in SEND Services Increase in mediation and SEND tribunals Increase in EHC needs assessments (statutory support) and proportion of EHC Plans issued which is disproportionate to population 	<ul style="list-style-type: none"> SEND Improvement and Assurance Board (SIAB) and meetings established with clear governance and Independent Chair, risk register in place <p>Involvement of parents and children in all aspects of the work of the SIAB</p> <p>* Co-produced Priority Impact Plan,(PIP)addresses areas identified in</p>	<ul style="list-style-type: none"> Work continues with Bury2Gether on a co-produced summary SEND Strategy document Develop and launch a new communication and engagement plan Develop a partnership Workforce Strategy and a partnership L&D Plan

- 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

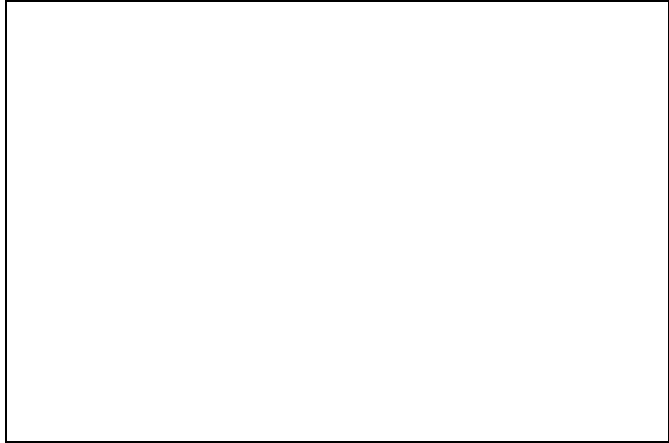
- Review and redesigned processes within the statutory assessment team, including roll out of core programme of training and development

- Develop Education & Inclusion Strategy

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

- Develop Alternative Provision / EOTAS Policy

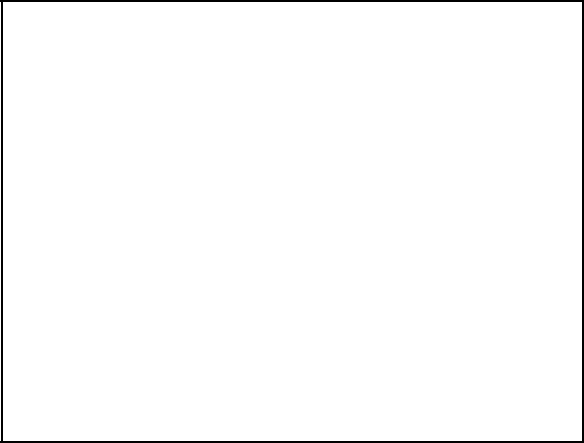
- Continue to develop and implement the annual review recovery plan



* Appointment to Communication & Engagement Officer

* PPL now providing comprehensive project support and management to both the improvement work under SIAB and the workstreams under project safety valve.

* Successful delivery of the initial annual review recovery programme, focused on children and young people in transition year groups, moving between phases of education.



Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR19	<p>Financial Capacity</p> <p>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.</p>	5	5	25	4	5	20	4	5	20	2	4	8

Risk Owner	N. Kissock
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
N. Kissock	On target	Static	June 2026

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> • Lack of finance capacity leads to budget holders not receiving a quality service that supports them across a range of functions such as :- <ul style="list-style-type: none"> • to control costs, • manage their budgets, • identify and deliver savings, • identify and maximise opportunities to generate additional income or external funding for projects, • to submit government and funding returns, • be supported in financial business case development for project work. • Elected Members not receiving sufficiently robust financial advice to support effective decision-making and deliver financial sustainability. • 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 and the Unit 4 system upgrade and related transformation programme • 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 	<ul style="list-style-type: none"> • 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. • Director of Finance (permanent S151 Officer) and Assistant Director of Finance (Deputy S151 Officer) in post from 1st July 2024 Phase 1 of the revised Finance Structure has been consulted on with the final structure agreed and the recruitment process underway and interviews being held in November and early December. The revised structure was 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. • The council has agreed to invest in the planned upgrade of Unit 4 as a major transformation programme delivering financial savings alongside significantly improved functionality, adoption of best in class processes and supported self service for budget holders. • Programme governance for the Unit 4 upgrade is in place with key milestones and capacity requirements identified, agreed by Cabinet and an initial implementation target date of April 2026 for the core system 	<ul style="list-style-type: none"> • Recruitment to phase 1 of the approved finance structure is underway with the 4 strategic finance leads all in post by April following completion of their respective notice periods. Interviews are scheduled for the next tier vacant posts (Corporate Accountancy Managers and Senior Finance Business Partners) in March. Given notice periods and the time of year (year-end closedown) there will necessarily need to be a period of dual-running with existing interim staff and new substantive postholders as part of handover and completion of critical time-limited financial processes. • Phase 2 restructure out to consultation and due to end in March with final structure and implementation process to be finalised in April.

such as DSG and commercial investment which is making it extremely difficult to recruit permanent staff with these skills and harder to find interims and when they are available they are at premium costs.

modules with additional modules to be implemented later in the year.

- 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 Finance Board and reported to Audit Committee on a quarterly basis.
- 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	Increasing Energy Prices 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	3	4	12	3	4	12	2	4	8

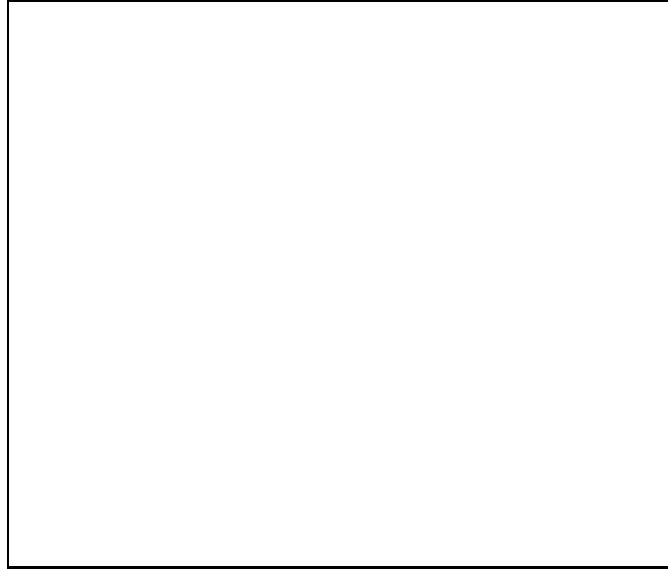
Risk Owner	P. Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
P. Lakin	Some slippage	Static	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> As a result of global increases in energy prices Bury Council has seen significant increases in energy costs since 2021 (approximately £3.5 million). Projected energy prices in 25/26 currently showing reduced costs - impact on budgets currently being assessed. A forecast has been produced that shows a reduction of ~£2.673m in 24/25.

Current Controls
<ul style="list-style-type: none"> Delivery of the following building decarbonisation measures using funding from the Public Sector Decarbonisation Scheme (PSDS): <ul style="list-style-type: none"> - 6 x solar PV - 2 x double glazing - 1 x new variable refrigerant flow (VRF) heating system. PMH Regular updates provided to Exec Team and to Schools in relation to costs.

Planned Actions
<ul style="list-style-type: none"> Building/Estate Rationalisation Programme - reviews currently taking place. Centralising energy budgets across the Council to be managed by the Energy Team going forward. Further energy saving opportunities being investigated. Feasibility study currently underway to evaluate a heat network in Bury Town



- Newly developed mandatory Carbon Literacy Training module available for staff and now mandatory.
- Streetlighting LED replacement programme remains underway.
- New water supply contract procured and commenced on 01/11/23. This includes schools, all corporate buildings and selected 3rd party organisations.
- Establishment of Energy Manager role within CAFM Service to monitor and reduce energy use (traded service)
- Street lighting LED replacement programme approved as a further savings option for delivery during 2023/24 and 2024/25.

Centre to secure stable energy costs in the future. Study findings due to be produced in April 2025.

- Cabinet Report for solar photovoltaic project to be resubmitted following estate evaluation in line with Bradley Fold regeneration plans
- Feasibility study to deliver refurbishment of Bury Town Hall to address out of date MEP and reduce energy use.
- Engagement with The MET to address energy and capital costs associated with this operation.
- In year actual and forecast modelling to provide accurate current projected reduction

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR23	Adult Social Care Reforms (Renamed from Adult Social Care Reforms and CQC Inspection) 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

Risk Owner	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A.Crook	On target	Static	June 2026

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> Reduced quality of services and service access for residents, and failure to deliver financial balance and cost savings targets, which are significant in the context of overall council financial position. The Council fails to carry out fair cost of care implementation and risks sanction by the Government. 	<ul style="list-style-type: none"> 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 embedded across the department to monitor and deliver improvement where required. In March 2025 a comprehensive LGA peer assessment 'mock inspection' was 	<ul style="list-style-type: none"> Continue business as usual with oversight of current controls

• Carrying out the 'fair cost of care' exercise is likely to result in a large increase in payments to care providers, which are not covered by the additional Government funding.

• There is insufficient workforce or Government funding for additional workforce to carry out the assessments required to enable customers to access their care accounts,

• Further contribution to the Council's financial pressures.

undertaken and the potential risk did not materialise

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	Asylum and Immigration 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	3	5	15	3	5	15

Risk Owner	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A.Mullen	On Target	Decreased	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> 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. The risk is capacity to meet immediate emergency / temporary provision and also having sufficient long term permanent affordable housing to meet demand.

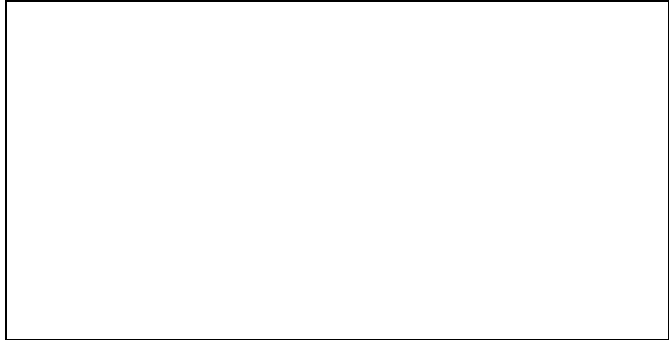
Current Controls
<ul style="list-style-type: none"> Partnership working with GMCA and NW RSMP to robustly and collectively feedback to the Home Offices. Private Rented service has now been implemented and is achieving positive outcomes for refugees by sourcing Private rented properties with an incentive scheme. This eases pressure on our local emergency and supported accommodation as well Hotel and Statutory placements.

Planned Actions
<ul style="list-style-type: none"> Review the current Homelessness Strategy ongoing- process and approach to be agreed to evidence demands /needs. Explore all opportunities to increase emergency & permanent accommodation - Social, affordable & PRS.. To work with GMCA on best models for Temporary accommodation and best practice

- Additionally, the Council is at risk of not being able to meet demand and leave families and people vulnerable without appropriate housing.
- Use of B&B provision to meet temp accommodation demands which has increase expenditure and further financial risk.
- Number have slightly decreased, in rough sleeper numbers and street homeless via migration pathways and the Home office / Serco – non statutory single males being the main cohort, some with no recourse to public funds.
 - 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 impact on the Asylum Systems which will lead to increased numbers, however can take years to implement asylum reform
 - 44 Ukrainian refugees still in hosting arrangements in the borough. Ukrainian hosting guidance has changed where family members cannot no longer become new hosts, therefore homeless presentations. Ukrainians will need to apply for UPE which is an 18 month extension, with now planned exit strategy. Grant payment from Home office (thank you host payment) will end once a person has been in the country for 18 months after their UPE extension
 - Arrival of Chagossians in March. Bury have supported 12 families, 3 still accommodated in temporary accommodation

- 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 - Increased single bed spaces within the borough by 50 units and 8 family properties
- Maximising all opportunities partnering with RPs to deliver TA
- 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, 3 FTE Migration Officers to ensure that better pathways to resettlement is available and prevention work into settled accommodation, 1 XFTE Migration navigator,
 - Information is cascade through the local authority teams and partnership regarding all policy changes (visas) so a joint approached is used to support refugees
 - All LAS in the GMCA have agreed to offer the same amount of host payments (£350) ensuring that all hosts are treated the same in all boroughs, mitigating breakdown of accommodation. A joint letter has been

- 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 - new approach to Asylum recently published by the government - awaiting to se impacts.

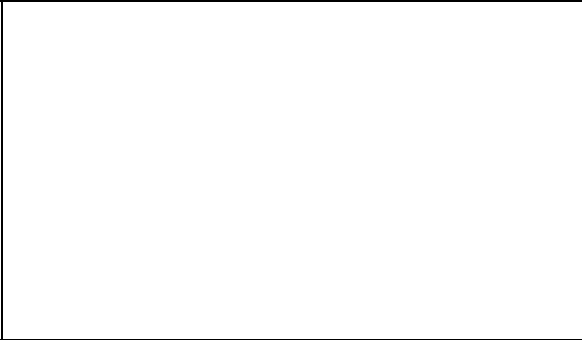


framed and distributed from all LAs to the host and refugees.

- • Implementation of the B&B elimination plan for the MHCLG, 28 step down properties have been mobilised

Uplift in ABEN spaces from 25 - 31 and mobilised internal provision for NRPF

Recruitment of 1FT Integrated Navigator for rough sleepers and additional migration office



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

Risk Owner	P. Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
R. Summerfield / R. Frith	Complete	Static	June 2025

Key Potential Impacts
<ul style="list-style-type: none"> The limited durability of RAAC roofs and other RAAC structures has long been recognised; however recent experience (which includes two roof failures with little or no warning) suggests the problem may be more serious than previously appreciated and that many building owners are not aware that it is present in their property.

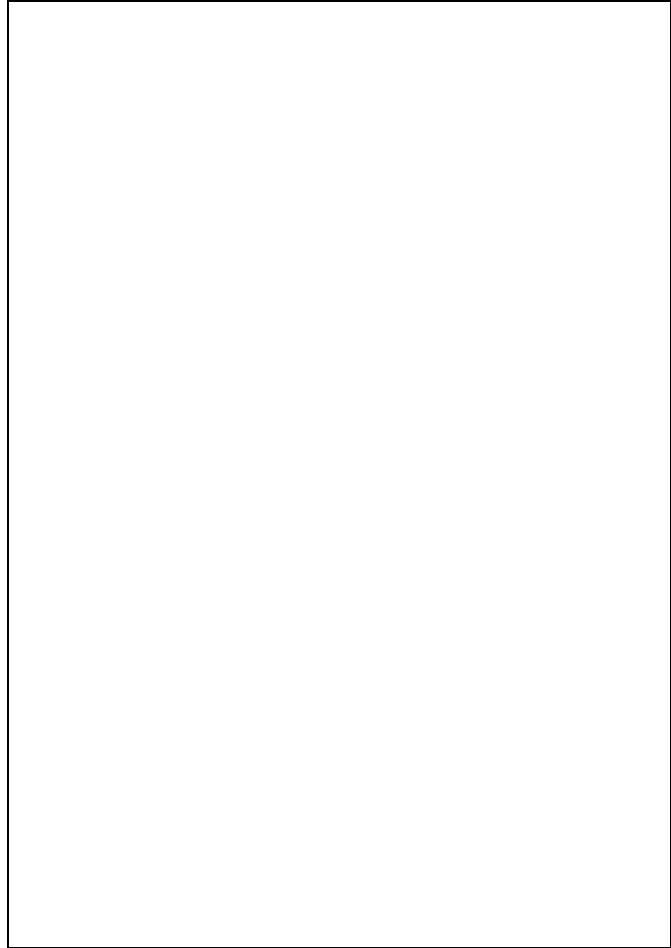
Current Controls
<ul style="list-style-type: none"> All local authority-maintained schools, for which Bury is the Responsible Body, have been surveyed to identify the presence of RAACs and there are no outstanding issues. Assurances have been provided by all other Responsible Bodies with schools in Bury, and there are no reported concerns. Identified all building leads for buildings in the master list.

Planned Actions
<ul style="list-style-type: none"> Control/contracted out depending on capacity of the team. 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) BGI to explore structural survey support to facilitate building checks

• Council has reviewed 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.

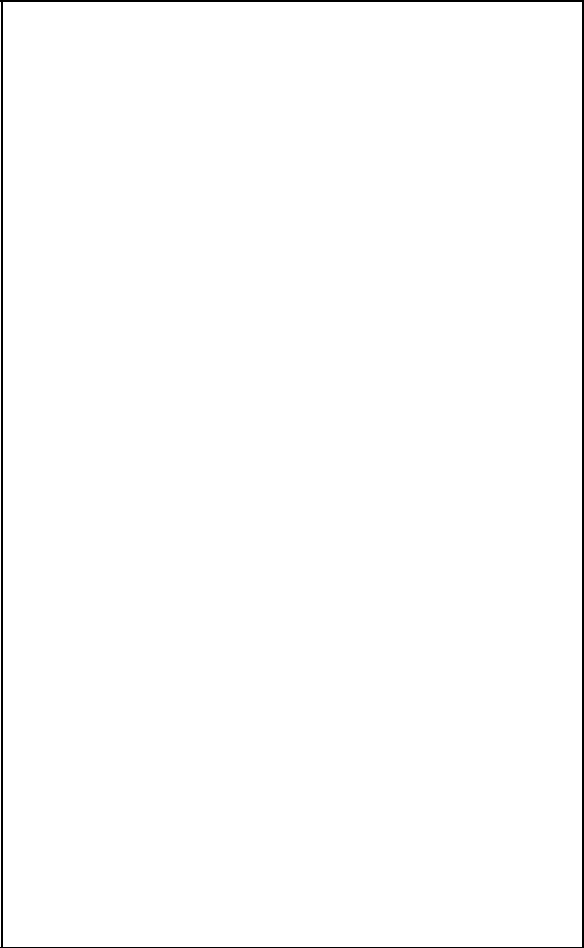
- Email sent to all responsible leads for buildings to explain the issue and to ask them to complete spreadsheet and provide information (to include date building was constructed, any extensions and date and copies of any building condition surveys they may have commissioned). Initial exercise identified 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
- Officers from Land and Property are reviewing a 10% sample of the council's long leasehold portfolio to establish that the council has no liability for any buildings constructed on site, works to be completed by end of July 2025



structural survey sites where absence of RAAC cannot be confirmed.

- Master building list updated with key holder and responsible person contacts
- Building Managers of in scope sites requested to undertake daily visual checks prior to structural surveys
- Contractor appointed to undertake structural surveys and where necessary asbestos surveys/work to facilitate confirmation of absence of RAAC
- 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
- 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
- Building Control supported with RAAC inspections with summary statement provided and held on master building portfolio



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	Staff Safety Health and Safety arrangements are not sufficiently robust	4	5	20	4	4	16	4	4	16	2	4	8

Risk Owner	T. Normanton
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
T. Normanton	On target	Static	June 2026

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

Current Controls
<ul style="list-style-type: none"> • Corporate Health & Safety Team expanded to take account of Housing transfer and need for focused work in Operations - recruitment commenced Q4 25/26 • Health & Safety Policy, Annual Plan, Quarterly Reporting and improved incident reporting mechanisms in place • Mandatory health and safety training for all staff live and included in management development programme

Planned Actions
<ul style="list-style-type: none"> • Delivery of annual Health and Safety plan including service level risk assessment assurance and targeted deep dive audits • Embedding H&S sub group of Governance & Assurance Board with links to departmental H&S forums driving culture change and compliance • Ongoing additional work within the Operations and Housing Departments to

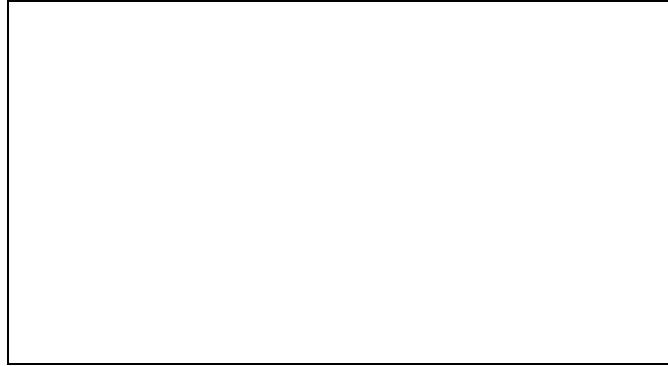
	<ul style="list-style-type: none"> • Regular health and safety communications as part of the Council's internal comms cycle • Robust governance arrangements, action planning and partnership working with the TUs now in place • Quarterly cycle of targeted H&S audits • Action plan following external review of Health and Safety in Operations Department delivered • 3 Year Health and Safety Strategy agreed by Cabinet • Strengthened corporate assurance around risk assessments and H&S training - reporting to Governance Assurance Board • Leadership readiness regarding community tensions, with Business Continuity Plans and risk assessments updated. • Additional H&S capacity in place to focus on high risk areas - Operations and Housing 	<p>ensure timely implementation actions arising from service H&S audits and Unison inspections</p> <ul style="list-style-type: none"> • Review of health and safety training compliance and development of approach to corporate monitoring of compliance (initial focus in Operations and Housing) • Focused work with Facilities Management and Building Managers to assure H&S compliance across core estate
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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	Staff Wellbeing and Absence Staff sickness levels increase and impact on organisational delivery	5	4	20		4	12	3	4	12	3	4	12

Risk Owner	T. Normanton
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
T. Normanton	On target	Static	June 2026

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> Staff wellbeing, welfare and morale may result in increased cases of stress, depression, general absence and community tensions, thereby impacting reputation and service delivery. 	<ul style="list-style-type: none"> Employee assistance programme and health and wellbeing offer in place which incorporates mental wellbeing support. Specific support available for black, Asian and minority communities across Greater Manchester through Nestac, a charity specialising in cross-culture emotional support Targeted improvement plan for sickness absence levels, including focus on hotspot services. 	<ul style="list-style-type: none"> Delivery of targeted action plan related to staff sickness absence Improved reporting of sickness to inform action at earliest opportunity Delivery of staff survey action plan where wellbeing concerns identified Focused work on short-term sporadic sickness



- Strengthened emphasis on wellbeing in Employee Review process
- Wider work on culture, engagement, planning and prioritisation to support a positive working environment
- Robust application of sickness absence policy and associated guidance

- Review of wellbeing offer, provision and strategy
- Wider work on service planning, employee review, governance and prioritisation to reduce uncertainty

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)
CR35	Insurance Cover 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

Risk Owner	N. Kissock
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
N. Kissock	On target	Static	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> 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. Additionally, other detailed information required regarding properties was unavailable.

Current Controls
<ul style="list-style-type: none"> 2025 Tender process complete and insurance provision in place based on updated valuations with the additional cost of cover being reflected in the MTFS. Insurance Brokers support activity of the Insurance section and assist with the establishment of tender documents. Property Services are aware that any changes to properties – e.g. closure /

Planned Actions
<ul style="list-style-type: none"> Completion of the single asset register has identified a small number of properties currently with insurance cover that are no longer the council's responsibility and new properties that need to be added and the changes are being worked through with the Insurer's.

- Insurance cover may be inadequate: we may be over / under insuring or at worst could even be non-existent, based on the current valuations and information available to Insurers.
- Property Data is not automatically shared when changes to property information occurs which could impact on the insurance cover held. This may have severe impacts to the financial strain, operational obligations, reputation, and compliance with legal obligations,
- Insurance cover has been recently withdrawn on a specific item, however some cover has recently been re-instated.

extensions / acquisitions / disposals should be informed to the Insurance Team, so correct action can be taken with the Insurance provider.

Once this is complete the risk score will be reviewed and may reduce.

- LACHS system has now got a new module to record property data and all data that the Insurance Team hold on spreadsheets will be transferred over to here

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)
CR36	Project Safety Valve Agreement Delivery 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	1	5	5	2	5	10

Risk Owner	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
B. Dunne	On target	Decreased	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> • 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. • Inability to deliver the plan has the potential to negatively impact central government perspectives on Bury as a local delivery partner. • Increase in levels of need nationally and locally post Covid mean that the elimination of the

Current Controls
<ul style="list-style-type: none"> • PSV Delivery Board monitoring progress in delivery of the plan – meeting monthly, including financial analysis and workstream progress reporting against plan each month • 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. • Revision and reprofiling of the management plan

Planned Actions
<ul style="list-style-type: none"> • 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 • Further develop a Resource Provision Sufficiency Strategy, including secondary phase.

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).

Dec 25 submission to DfE approved by Finance Board

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)
CR37	<p>Meeting Children's needs better, sooner and more cost effectively</p> <p>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.</p>	5	5	25	5	4	20	5	4	20	4	4	16

Risk Owner	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Young L. Evans	On target	Static, with some signs of underlying improvement.	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> • More children becoming subject to child protection plans • More children with child protection plans • More children entering public care • More children in public care

Current Controls
<ul style="list-style-type: none"> • Reconsideration and development of the rewards system for Bury council foster carers • Development and launch of 2 Mockingbird constellations to support foster carers and the children they care for

Planned Actions
<ul style="list-style-type: none"> • Reconnect project to support the effective step down of children from residential care into family based homes.

- More requests for assessment of children for EHCPs
- 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

- Development of the Keeping Families Together service to support teenagers to 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.

- Development of two new Bury council run children’s homes.
- 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.

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)
CR38	<p>Destabilisation of Health and Care System</p> <p>Potential destabilisation of the health and care system due to the ongoing NHS Greater Manchester restructure and proposed workforce reductions (potentially up to 39%), with significant implications for the Council's ability to deliver integrated services and maintain effective partnerships</p>	4	4	16	4	4	16	4	4	16	3	3	9

Risk Owner	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Blandamer	Some slippage	Static	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> • Potential increasing demand for council care services. • Risk to the effective operation of statutory partnerships involving the Council and NHS GM, such as safeguarding boards and the SEND partnership.

Current Controls
<ul style="list-style-type: none"> • Active participation in the development and design of the new NHS Greater Manchester operating model and in the design of the organisational structure to be consulted upon

Planned Actions
<ul style="list-style-type: none"> • Continued advocacy for the value of place-based partnership. • Ongoing engagement with NHS GM to influence and shape the restructure in a way that supports local service delivery and statutory responsibilities.

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)
CR39	<p>Financial Pressures in NHS GM and Impact of NHS Structural Changes on Locality Working</p> <p>There is a significant financial risk within NHS Greater Manchester (GM) and its provider organisations, which may impact the delivery of services that support demand management and integrated care. This financial pressure could lead to increased demand and costs for council services, particularly in adult social care and children's services.</p> <p>In addition, the proposed structural changes to the NHS, including significant reductions in ICB running costs announced in March 2025, pose a risk to the sustainability of place-based working. This is particularly true in terms of Joint packages of funding between NHS GM and Adults Services and Childrens Services in the Council. These changes may reduce local capacity, focus, and autonomy in decision-making, potentially undermining the effectiveness of the Bury Integrated Care Partnership and its ability to deliver transformation aligned with local priorities.</p>												
		4	5	20	4	5	20	4	5	20	2	4	8

Risk Owner	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
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W. Blandamer	Some slippage	Static	June 2026
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Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> • Increased pressure on council services due to reduced NHS funding and service withdrawal. • Loss of local influence and autonomy in health and care decision-making particularly in relation to Joint Funding packages as the individual packages of care team are moved to being an aggregated GM function. • Disruption to integrated service delivery and transformation efforts. • Reduced effectiveness of local partnerships and governance structures. 	<ul style="list-style-type: none"> • Working with colleagues across the GM system to ensure the GM ICS operating model creates the conditions for our continued place based transformation, and NCA footprint partners to continue to advocate for the place based approach. Maintaining the effective operation of the Bury Integrated Care Partnership comprising 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 	<ul style="list-style-type: none"> • Work with GM partners as GM operating model further matures and developed. • 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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<ul style="list-style-type: none">• Issues and risks escalated to Integration Delivery Collaborative Board and to Locality Board and where necessary to the Executive Committee of the ICB

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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)
CR40	Community Tensions and Global Conflicts There is a risk of increased community tension and reduced cohesion due to the influence of international, national, and local conflicts. These tensions may arise from geopolitical instability, terrorism threats, or radicalisation, potentially leading to public safety concerns, civil unrest, and erosion of trust in local governance.	5	4	20	4	4	16	4	4	16	2	4	8

Risk Owner	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
C. Woodhouse	On target	Static	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> National threat level remains at SUBSTANTIAL Ongoing national threat from terrorism due to potential resurgence of terrorist activity and radicalisation of vulnerable members of communities Potential for increased caseload in Prevent/Channel Panel due to change in national policy on obsession with violence with no fixed ideologies

Current Controls
<ul style="list-style-type: none"> Ongoing participation in Recovery Co-ordination group post Yom Kippur attack. Targeted engagement including utilisation of Jewel co-ordinated broadcast channels and Shul notices to connect/ reassure community, including in context of Op CATOGENIC. Weekly tension monitoring in partnership with GMP and active Bury involvement in Op WARDEN (protest related planning)

Planned Actions
<ul style="list-style-type: none"> Development of Bury Cohesion Plan built on further strengthened alignment with the GMCA Cohesion, Inclusion and Race Equality work programme Strengthening tension monitoring arrangements with GM.

- Spread of mis/disinformation, with potential to raise concern and stoke perceived grievances including community tensions linked to flag raising.
- Risk of hate incidents and hate crimes experienced by local communities as a response to international conflict, particularly following the October 2nd Attack in Manchester on the Heaton Park Synagogue and Bondi Beach attack on Hanukkah
- CST reporting increase in antisemitic incidents has continued post 7th October 2023 attack and Yom Kippur attack in 2025

- Tri-Borough and Force wide Operation WILDFLOWER community impact meetings including Community Security Trust and Shomrim
- Routine meetings of Bury Prevent Partnership (with positive 2025 benchmarking) and monthly Channel Panel
- Promotion of Hate Crime Awareness information including on the back of refreshed GM Hate Crime Strategy; itself referenced in refreshed Bury CSP plan which includes a priority on safeguarding cohesive communities
- Microaggression and disinformation training delivered.
- Cohesion Roundtable activity and specific listening circles to increase local insight of tensions
- More proactive engagement prior and during key inclusion dates, notably Hannukah, Christmas and Eid.
- Promotion of new British Muslim Trust Helpline alongside Ramadan messaging
- Joint engagement with GMP to mitigate tensions around celebrations of Purim during the month of Ramadan in Prestwich following community concerns in 2024
- Fortnightly review through Communities & Inclusion portfolio

- Active involvement in GM Cohesion Insight roundtables in first week of March
- Co-development of Jewish communities forum
- Specific inclusion of Prevent within Op AVRO and B.Safe campaigns.
- Uniting Bury Schools Against Hate follow up session on 20th March
- Further local work to strengthen MoU with the VCFA to further work with communities on resilience and supporting allocation of cohesion related funded.
- Liaison with GMP on Op PICTON and Op RAMADAN
- Further engagement with Bury Faith Forum on Faith Action and delivery against Faith and Belief Covenant
- Sourcing mis/disinformation and challenging conversation training

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)
CR41	<p>Cyber Crime and Digital Threats</p> <p>There is a persistent risk of cyber crime targeting the council's digital infrastructure. While this is influenced by global political instability, it also represents a general and ongoing threat to all organisations. Potential impacts include data breaches, service disruption, and financial loss.</p>	5	5	25	5	4	20	5	3	15	5	3	15

Risk Owner	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A.Carter	On target	Decreased	June 2026

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> • Crisis in Ukraine following the Russian invasion is also leading to increased risk of cyber attack • Further conflict in the Middle East adding to global tensions • External threat to data and systems potentially impacting system functionality/causing a data breach 	<ul style="list-style-type: none"> • PCN accreditation renewed annually for the Council • Managed Security contract in place with Salford City Council • Creation of ISO27001 level documentation • 2FA implemented across the estate, strengthened access and password arrangements • External warning message added to emails to reduce risk of phishing attack • Additional Capital funding to be approved to create additional resilience to data centre and business continuity arrangements 	<ul style="list-style-type: none"> • Further work on 2FA rules • Cyber security simulation exercises

- Immutable backups now online
- New local infrastructure replacing the previous out of support VMWare

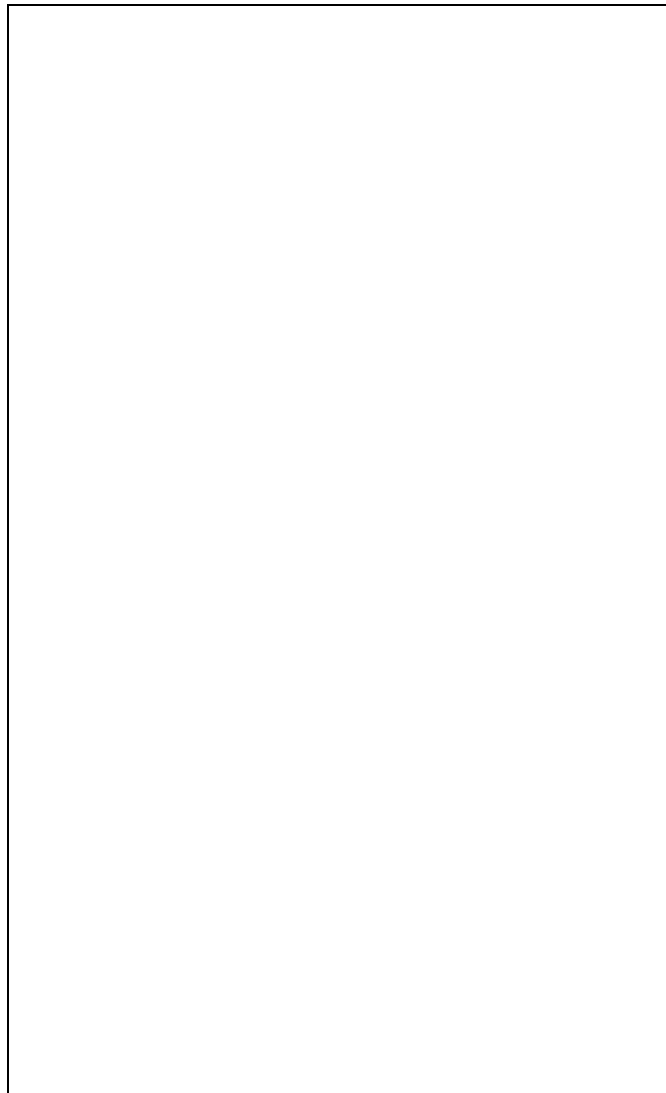
Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)	Likelihood	Impact	Total Score (Lxl)
CR42 (was CR8)	Elections Safe Delivery of Local election (May 2026)												
		5	4	20	1	4	4*	2	4	8	2	4	8

*Previous score reported in December was incorrect – should have been 2 (L) 4 (I) and total score of 8

Risk Owner	J. Dennis
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
J. Dennis	On target	Static	June 2026

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> • Potential legal challenge and reputational damage if the Council is unable to effectively deliver the May 2026 Elections. • Personal liabilities to the Returning Officer and DRO 	<ul style="list-style-type: none"> • Election planning on track. Election Board to be stood up February 2026 • Oversight by the Director of Law and Governance. • Legislative changes reviewed regularly to assess impact on Bury. • Robust planning - better links with other GM authorities. • Early engagement with candidates and agents. 	<ul style="list-style-type: none"> • Election planning on track. • Review of polling stations and regular reports submitted to member Group. • Oversight by the Director of Law and Governance.



<ul style="list-style-type: none">• National (Government and Electoral Commission), regional (AGMA and GM Elections Managers) and local guidance.• Lessons Learned (from previous election) action plan delivered in collaboration with the Returning Officer, DRO's and Election Manager.• Approved printers as part of AGMA consortium.• 2024 Elections successfully delivered.	<ul style="list-style-type: none">• Legislative changes reviewed regularly to assess impact on Bury.• Robust planning - better links with other GM authorities.• Early engagement with candidates and agents.• National (Government and Electoral Commission), regional (AGMA and GM Elections Managers) and local guidance.• Elections Project Board in place with agreed delivery plan.• Lessons Learned (from previous election) action plan delivered in collaboration with the Returning Officer, DRO's and Election Manager.• Approved printers as part of AGMA consortium.
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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)
CR43	Increase in fuel and oil costs Global market volatility caused by the Iran conflict, resulting in noticeable price increase to fuel and oil costs.	5	5	25	-	-	-	4	4	16	2	2	4

Risk Owner	P. Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
D. Dixon	-	New	June 2026

Key Potential Impacts
<ul style="list-style-type: none"> • Rising oil prices driving fuel suppliers to increase commercial diesel rates. • High consumption levels across the Council 12k litres per week • Limited ability to reduce short-term fuel usage without impacting frontline statutory services. • We are already seeing noticeable price increase. Our weekly diesel usage is approximately 12,000 litres, and in the space of a week the cost has increased from £1.09 to £1.27 per litre. This equates to an additional £2,160 per week, or £9,360 per month, with the potential for prices to rise further if the situation escalates.

Current Controls
<ul style="list-style-type: none"> • Close monitoring of weekly fuel usage and cost trends by Waste Management & Transport. • In a framework to ensure most competitive available rates. • Regular financial forecasting with Finance Business Partner to track emerging pressures.

Planned Actions
<ul style="list-style-type: none"> • Provide updated financial impact modelling to Corporate Finance as part of in-year and MTFS planning. • Report risk escalation to Senior Leadership Team and include fuel inflation scenarios in quarterly budget refresh

- Budget overspend within services such as Waste, Highways, Bury Housing and potential overspend across the wider Council.
- Pressures on Medium-Term Financial Strategy and requirement for in-year mitigating savings.
- Possible impact on delivery standards if fuel-saving measures reduce operational flexibility.
- Possible knock-on effects on procurement, vehicle hire, and cost of external contractor services (who will also increase prices).

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