

Corporate Risk Register 2026/27

22nd July 2026

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 Plans to deliver national transformation and continued improvement locally are not delivered and the experiences and outcomes of children and young people with SEND do not improve	5	5	25	5	5	25	4	5	20	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	Decreased	September 2026

Key Potential Impacts	Current Controls	Planned Actions
• 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 • Increase in demand for specialist placements • DfE and NHS£ do not see improvement in the stocktake reviews and deep dive thematic, leading to lack of faith in the Council to improve	• SEND Improvement and Assurance Board (SIAB) and meetings established with clear governance and Independent Chair, risk register in place - Involvement of parents and children in all aspects of the work of the SIAB • Co-produced Priority Impact Plan, (PIP) addresses areas identified in inspection (approved by Ofsted & CQC) with identified outcomes, actions and impact	• Develop a Workforce delivery plan • Submission and DfE approval of the Local Area SEND Reform Plan • Launch the refreshed SEND Local Offer via Beebot (September 2026)

• Workforce turnover could increase leading to lack of knowledge and changes in case workers

- 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
- 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
- Appointment to Communication & Engagement Officer
- Dedicated in-house SEND improvement project capacity now in post
- Successful delivery of the initial annual review recovery programme, focused on children and young people in transition year groups, moving between phases of education.

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CR23	Adult Social Care Reforms 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	2	4	8

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

Key Potential Impacts	Current Controls	Planned Actions
• 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. • 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.	• 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. • A large programme of transformation continues to operate reducing demand and cost of care, this benefits from corporate finance support and is subject to monthly monitoring	• Continue business as usual with oversight of current controls

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CR28	Asylum & 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	3	5	15	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	Static	September 2026

Key Potential Impacts	Current Controls	Planned Actions
- The Council's statutory and non-statutory homelessness provision continues to 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. - Additionally, the Council is at risk of not being able to meet demand and leave families and people vulnerable without appropriate housing.	- 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. - Continuing to develop partnership work with supported accommodation providers who are not commissioned by the local authority, to	- Homelessness Strategy remains ongoing, will be published by Dec 2026. - Continue to explore all opportunities to increase emergency & permanent accommodation - Social, affordable & Private Rented Sector - To work with GMCA to deliver the Empty Homes Programme - Continue to deliver the Temporary Strategy and Homeless Strategy over the next 3 years which will give access to long term and Affordable accommodation

- Use of B&B provision to meet temp accommodation demands which has increased expenditure and poses further financial risks.
- Numbers have increased slightly, with growth in both rough sleeping and street homelessness linked to migration pathways and Home Office/Serco placements - the main cohort comprises non-statutory single males, including some individuals with no recourse to public funds (NRPF)
- B&B use remains the same 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.
- Asylum reform is currently being embedded and is in the consultation phase - proposed legislative changes affecting the rights of asylum seekers to remain in the UK are expected to have an impact on our Children's and Education Services
- 44 Ukrainian refugees still in hosting arrangements in the borough. Host for Ukrainian scheme will end, impacting homelessness services and wider public health services

- increase provision for all our homeless customers
- Lease and Repair scheme continues which will increase our property portfolio
 - Maximising all opportunities partnering with registered provider to deliver tenancy agreements (3 years Temporary Accommodation Strategy has been developed)
 - External migration funding budgets & reserves available to meet demands are now being appropriately managed and governed with finance.
 - Information is cascaded through the local authority teams and partnership regarding all policy changes so a joint approach is used to support refugees
 - Uplift in A Bed Every Night (ABEN) spaces from 26 - 28 and mobilised internal provision for no recourse to public fund (NRPF)

- Continue to be prepared and reactive to the new government changes and priorities - new approach to Asylum recently published by the government - still awaiting to see impacts
- Continue to lead on national asylum and immigration policies ensuring that these are translated into strategy and operational delivery

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CR38	Destabilisation of Health and Care System Potential destabilisation of the health and care system due to the ongoing NHS Greater Manchester restructure and proposed work-force reductions (potentially up to 39%), with significant implications for the Council's ability to deliver integrated services and maintain effective partnerships												
		4	4	16	4	4	16	4	3	12	3	3	9

Risk Owner	W. Blandamer
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Blandamer	On Target	Decreased	September 2026

Key Potential Impacts	Current Controls	Planned Actions
• 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.	• Active participation in the development and design of the new NHS Greater Manchester operating model and in the implementation of design of the organisational structure following agreement. • Proactive management of transition process ensuring the residual NHSGM Bury team retains as far as possible expertise and commitment in the areas 3) Maintain quality partnership working arrangements through	• 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. • Co-design of neighbourhood model for NHS in context of our increasingly mature model of neighbourhood team working across 4 sectors - health and care, wider

	Locality Board, Integrated Delivery Board, and Health and Well Being Board, evidencing the value of the approach 4) full participation in place partnership documentation to be endorsed in all 10 locality boards in July	public services, live well implementation and childrens reform (including Families First/Family Hubs/SEND reform led Communities of Practice)
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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 B. Thomson	On target	Static	September 2026

Key Potential Impacts	Current Controls	Planned Actions
On 30 April 2026, JTAC increased the UK National Terrorism Threat Level from SUBSTANTIAL (an attack is likely) to SEVERE (an attack is highly likely) following the Golders Green terrorist attack on 29 April 2026 and a broader assessment of increased threats from Islamist, Extreme Right-Wing, and state-linked extremist activity, including concerns about violence against Jewish communities	- Weekly community tension monitoring with GMP, including structured intelligence sharing and escalation where required - Participation in regional and tri-borough operations (e.g. WARDEN, WILDFLOWER, WILDSTONE) to monitor protest activity, incidents, and community impact	- Development of a Bury Cohesion Framework, aligning with GMCA Cohesion, Inclusion and Race Equality programme - Strengthening community tension monitoring arrangements, including earlier identification of emerging issues and improved insight sharing across GM

- 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 fascination with violence with no fixed ideologies
- Local impacts from global and national events leading to anxiety, reduced confidence, and perceived othering within communities
- Spread of mis/disinformation, with potential to raise concern and stoke perceived grievances including community tensions
- Risk of hate incidents and hate crimes experienced by local communities as a response to international conflict, particularly following the regional, national and international events. CST reporting increase in antisemitic incidents has continued post 7th October 2023 attack and Yom Kippur attack in 2025
- Potential for individuals to feel unable to fully participate in public life due to fear or perceived hostility
- GM mayoral elections and increased tensions that may impact on community cohesion

- Established Prevent Partnership and Channel Panel with strong benchmarking performance and multi-agency oversight
- Regular engagement with communities through Cohesion Roundtables and targeted listening activity to capture lived experience and emerging issues
- Targeted communications and engagement through trusted community channels (e.g. faith networks, VCFA, broadcast messaging)
- 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.
- Protective security activity and reassurance patrols aligned to risk, including key faith dates and periods of heightened tension
- Promotion of hate crime awareness and reporting routes, aligned to GM strategy and local Community Safety Plan
- Training delivered on microaggressions, misinformation, and cultural awareness across staff and partners
- Ongoing collaboration with voluntary, community and faith sector to support insight, messaging, and local resilience
- Fortnightly oversight through Communities & Inclusion portfolio and reporting to Community Safety Partnership
- Bury Event Safety Advisory Group (ESAG) operates as a multi-agency oversight mechanism for planned events and public

- Delivery of a place-based cohesion programme with the Belong Foundation, co-produced with VCFA and communities
- Progressing Bury's approach to becoming an anti-racist organisation, including workforce capability and leadership commitment
- Development and delivery of a refreshed Hate Crime Strategy (2026) including targeted work with young people and schools
- Expansion of training and awareness programmes (e.g. misinformation, democratic engagement, inclusion, lived experience)
- Further engagement with faith groups and community forums, including co-development of tailored networks where gaps exist
- Strengthening communication approaches to counter misinformation and promote opportunities, support, and positive local narratives
- Continued partnership working with GMP and regional networks to respond to emerging risks and maintain coordinated responses
- Ongoing review and alignment of activity through Community Safety Partnership and corporate governance processes
- Continue development of Protect and Prepare arrangements and governance to support implementation of Martyn's Law duties, including engagement with

	gatherings across the borough. Through engagement with event organisers, internal Council services and blue light partners, the group reviews safety, security, resilience and Counter Terrorism (CT) assessments, providing professional advice, challenge and assurance. ESAG supports the borough's preparedness for Martyn's Law by promoting proportionate protective security measures, strengthening event safety planning and ensuring consideration of emerging national threat intelligence within local event management arrangements. • Protect and Prepare Group established, providing multi-agency strategic oversight of protective security, preparedness and resilience activity across the borough. The group monitors emerging threats, coordinates readiness activity, supports implementation of Martyn's Law requirements, and provides assurance regarding preparedness for changes in the national threat environment.	partners, venue operators and community organisations to improve protective security awareness, preparedness and compliance.
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