

Place 2025 – 2026 Business Plan

2025-26 Place Directorate Business Plan

*Note 1: (see list of manifesto pledges at Appendix 1)

*Note 2: Details of the actions the directorate is going to take in the coming year. (All actions must be SMART (Specific, Measurable, Achievable, Realistic and Time-Bound).

*Note 3: Yr 1 – 2025/26, Yr 2 – 2026/27, Yr 3 – 2027/28 A specific date should be given wherever possible

*Note 4: Officer accountable for delivery and providing updates

*Note 5: Manager of the Lead Officer who has overall responsibility for the service

*Note 6: Is this a corporate risk affecting the whole council or a risk specific to the directorate? **N.B. A full risk assessment must be completed for all risks identified**

*Note 7: **Likelihood scores:**1 rare; 2 unlikely; 3 possible; 4 likely; 5 very likely **Impact scores:**1 insignificant; 2 minor; 3 moderate; 4 major; 5 critical

*Note 8: There must be measures in place to monitor this indicator on a quarterly basis. Is this a Corporate PI (CPI) or a Directorate PI (DPI)?

*Note 9: Officer accountable for delivery and providing updates

*Note 10: Target to be reached by year-end. This should include some level of ambition / stretch without putting it out of reach

Tackling poverty and inequality	A Child Friendly City	Healthy lives for all	Delivering good growth	A good home for all	Creating places where people want to live	Responding to climate change	Delivering the Corporate Plan	*Note 1 Is there a link to a pledge in the manifesto?	No	*Note 2 Action	*Note 3 Due date for completion	*Note 4 Lead Officer	*Note 5 Who manages this action?	*Note 6 Is there a risk to delivery of this action?	Type of Risk	*Note 7 Risk Score	*Note 8 Performance Indicator to report on progress	*Note 9 Lead Officer	*Note 10 2025/26 Target
			X	X	X	X	x		1.	Progress the Local Plan Part 2 (Core Strategy and Allocations) through draft and publication stages: <ul style="list-style-type: none"> - Publication plan consultation - Submission to Secretary and examination in public 	31.03.2026 24.12.2026	James Shuttleworth	Jim Wensley	Yes – Failure to progress within government's timetable and requirements	n/a	2 x 4 = 8	CPI – annual Housing and employment space completions	James Shuttleworth	TBC once 2024/25 verification has taken place
X	X		X	X	X	X	X	X	2.	Continue to work with partners in 2025/2026 in accelerating significant regeneration developments and future phases, aligned to GM's strategic growth locations programme and delivery through Salford's Regeneration Forum.	31.03.2026	Kurt Partington	Jim Wensley	Yes - Failure to move at pace and scale on significant regeneration schemes-Constrained	Directorate	3 x 4 =12	CPI – annual Housing and employment space completions CPI – annual Public and Private	Kurt Partington Sarah Ashurst	TBC once 2024/25 verification has taken place

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										(*Central Growth Cluster, GM Western Gateway & Town Centres)				d Economic Growth			Sector Investment		
			X				X		3.	Delivery of strategic sites within the city to enable good growth in regeneration areas such as the Crescent and Swinton town centre	31.03.2026	Andy Cartwright	Steph Mullenger	Covered within governance reporting to LM for Property and Regen	n/a	n/a	No. of sites acquired.	Andrew Cartwright	
X		X	X		X	X	X		4.	Deliver Salford's Local Implementation Plan geared for better bus, rail, metrolink, walking and cycle routes as set out in TfGM's 5-year Transport Delivery Plan and the Greater Manchester Transport Strategy 2040.	31.03.2026	Chris Smith	Shoaib Mohammad	Yes, under investment in Salford's highway and infrastructure network	Directorate	3 x 4 =12	DPI - value of grant funding expended to support infrastructure improvement.	Chris Smith	TBC – following review of 2024/25 outturn.
			X			X	X		5.	Revitalisation of the Strategic Asset Management Plan (SAMP) to ensure that services are in the right places and environments to maximise delivery to communities. This includes the redesign of the civic estate including the Town Hall campus to deliver services as well as condition surveys of all the Council's assets to ensure that they are fit for purpose and delivering	tbc	Jo Ivison	Steph Mullenger	Covered within governance reporting to LM for Property and Regen	n/a	n/a	Rental income Capital Receipts secured	Jo Ivison Andy Cartwright	tbc £4m

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										benefits, as well as reducing the carbon footprint and maximising sustainability									
X		X	X		X		X	X	6.	Implementation and monitoring of Salford's Employment and Skills Strategy Year 2 Delivery Plan with local organisations, employers and education providers; focussed on connecting local residents to growing job opportunities and addressing high unemployment and economic inactivity.	31.03.2026	Alison Burnett	Mat Ainsworth	Covered within governance reporting to Skills and Work Board	n/a	n/a	CPI - Unemployment figure (based on claimant count) CPI – fewer young people aged 16 to 19 who are not in education, employment or training	Alison Burnett	5.5%
			X		X		X		7.	Continue to attract inward investment that is aligned with our ambitions to build a more inclusive economy	31.03.2026	Bernie Vaudrey	Mat Ainsworth	Covered within governance reporting to Skills and Work Board	n/a	n/a	CPI - Number of inward investments secured CPI - Creation of new jobs through inward investment	Bernie Vaudrey	9 500

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			X				X	X	8.	Introduce the Salford Business Support Scheme	31.12.25	Bernie Vaudrey	Mat Ainsworth	Covered within governance reporting to Skills and Work Board	n/a	n/a	Scheme in its infancy – to be established when up and running	Bernie Vaudrey	
			X				X	X	9.	Review Salford Living Wage City Action Plan (2022-25) and refresh for next 3 years	30.11.25	Alison Burnett	Mat Ainsworth	Covered within governance reporting to Skills and Work Board	n/a	n/a	CPI – annual No. of accredited Living Wage employers in Salford	Alison Burnett	125
		X		X		X	X	X	10.	Increase housing through the Council's self-build programme and identification of future sites.	tbc	Andy Cartwright	Steph Mullenger	Covered within governance reporting to Derive Board	n/a	n/a	CPI – annual delivery of affordable new homes	Andy Cartwright	400
				X				X	11.	Lobby and support Housing associations in the city to match the council's aspirations and play an active role in addressing the housing needs of our communities.	31.03.2026	David O'Neil	Alan Caddick						
						X	X	X	12.	Continue to develop and secure funding in accelerating the council's net zero programme and pipeline of projects in achieving carbon	31.03.2026	James Shuttleworth	Jim Wensley	Y Covered within governance reporting to Climate	Corporate social responsibility – climate	n/a	DPI – No. of carbon literate SCC staff	James Shuttleworth	

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										neutrality by 2038 and GM's 5 year environment plan				Action Board	change SRR.08				
						X	X	X	13.	Develop and deliver the council's zero carbon funded projects in 2025-26 and encourage residents to make greener choices through the Greener Salford Campaign	31.03.2026	James Shuttleworth	Jim Wensley	Y Covered within governance reporting to Climate Action Board	Corporate social responsibility – climate change SRR.08	n/a	CPI – reduction in the council's CO ² emissions	James Shuttleworth	Approx. 1,500 tCO ²
		X			X	X	X		14.	Support the roll out of GM's clean air plan incl. local measures to manage traffic flows in Salford.	31.03.2026	Rob Owen	Shoaib Mohammad	Y Covered within governance reporting to TfGM	Corporate social responsibility – climate change SRR.08	n/a	GM – aiming to bring NO ² levels within legal limits by 2026 DPI – Traffic flow and congestion improvements within Salford and Manchester	Rob Owen	
		X				X	X	X	15.	Invest in the city's vital green spaces and play parks incl. the planting of 8,000 trees by 2028.	31.03.2026	David Robinson	David Seager	Covered within governance reporting to Climate Action Board	n/a	n/a	DPI – No. of trees planted DPI – Green space investment DPI – Children's	David Robinson	2,000 trees pa

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																	play space investment		
						X	X	X	16.	Reduce overall waste consumption by implementing effective waste reduction, reuse and recycling initiatives in meeting statutory and environmental targets	31.03.2026	David Robinson	David Seager	Covered within LM briefing reporting lines and GMWDA	n/a	n/a	DPI - % of household waste sent for reuse, recycling, or composting DPI - Residual household waste per household (Kg)	David Robinson David Robinso	48% tbc
							X	X	17.	Launch of the cleaner and greener conference. Outcome of conference to establish a citywide partnership action plan in combating fly-tipping and cleaner streets and public spaces.	13.06.25 31.03.26	David Robinson	David Seager	Covered within LM briefing reporting lines	n/a	n/a	To be established once citywide action plan established Existing measures: DPI - Street cleaning frequency CPI - Resident satisfaction surveys	David Robinson	

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								Is there a link to a pledge in the manifesto?	No	Action	Due date for completion	Lead Officer	Who manages this action?	Is there a risk to delivery of this action?	Type of Risk	Risk Score	Performance Indicator to report on progress	Lead Officer	2025/26 Target
					X		X	X	18.	Launch and deliver 'Creative Salford' with digital hub launch in Sept.	31.03.2026	Sally Cooke	Darren Grice	Covered within governance reporting to SCPP Board	n/a	n/a	DPI - No. of Subscribers/Followers No. of In Person Networking Events No. of Grants to Creatives	Sally Cooke	
	X	X			X		X	X	19.	Delivery of Arts Council Place Partnership Funded Programme	31.03.2026	Sally Cooke	Darren Grice	Covered within governance reporting to SCPP Board	n/a	n/a	No. of participatory activity sessions No. of events No. of participants/audiences	Sally Cooke	
									20.	Broaden Cultural Education Partnership and programme of activity.	31.03.2026	Sally Cooke	Darren Grice	Covered within governance reporting to SCPP Board	n/a	n/a	No. of LCEP Members No. schools engaged No. of creative educational activities/projects	Sally Cooke	

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								Is there a link to a pledge in the manifesto?	No	Action	Due date for completion	Lead Officer	Who manages this action?	Is there a risk to delivery of this action?	Type of Risk	Risk Score	Performance Indicator to report on progress	Lead Officer	2025/26 Target
					X			X	21.	Drive forward Heritage Commission and archives incl. work with SCL to commission first stage visioning piece to inform future plans for museum, galleries and collections.	30.09.26	Jo O'Hara	Darren Grice	Covered within governance reporting to SCPP Board	n/a	n/a	n/a	n/a	n/a
							X	X	22.	Bring forward the restoration and opening of Buile Hill Mansion	31.11.26	Adam Vanden	Steph Mullenger	Covered within governance reporting to LM for Property and Regen	n/a	n/a	n/a	n/a	n/a
				X			X		23.	Support the People Directorate with progressing a single integrated housing function	tbc	Alan Caddick	John Searle	Covered within governance reporting to Innovate Board	n/a	n/a	n/a	n/a	n/a
					X		X		24.	Work with landlords to drive up housing standards in the private sector	31.03.26	John Wooderson	David Seager	Covered within governance reporting to Salford's Strategic Housing Partnership	n/a	n/a	n/a	n/a	n/a

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				X			X		25.	Bring more long term properties back into use	31.03.26	John Wooderson	David Seager	Covered within governance reporting to Salford's Strategic Housing Partnership	n/a	n/a	DPI – no. of homes brought back into use	John Wooderson	
X	X	X					X		26.	Provide free holiday activities and food during school holidays in Salford	31.08.25	Dominic Clarke	David Seager	Covered within governance reporting to child friendly city board.	n/a	n/a	DPI	Dominic Clarke	Providing 2,300 places per day over 24 days of provision
					X		X		27.	Continue to build safer, stronger, more resilient communities in Salford and reduce the fear of crime, through the delivery of the CSP strategy action plans across all our priorities a. Driving Down Crime b. Tackling Anti-Social Behaviour c. Building resilient communities d. Protecting vulnerable people	31.05.25	Jeanette Staley	David Seager	Covered within governance reporting to Community Safety Partnership	n/a	n/a	CPI – Reduction in the level of all crime CPI – The percentage of people who say they feel very or fairly safe when out and about anywhere in the Borough of Salford	Jeanette Staley	

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										e. Reducing offending							DPI – reduction in youth offending and re-offending DPI – Total no. of ASB incidents recorded by GMP		
					X		X		28.	Ensure the council is continuously meetings its responsibilities in the civil contingencies act	31.03.26	Jeanette Staley	David Seager	Y Covered within Salford's Emergency Management Structure.	Emergency Planning and Business Continuity SRR.01	n/a	DPI - % of on call officers achieving minimum standards of training DPI - % of plans reviewed / rewritten/developed DPI – No. of incidents responded too DPI - % of services with completed BIAs and BCPs that	Jeanette Staley	

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																	have been annually reviewed DPI - % of services that have completed a BC exercise		
X					X		X		29.	Ensure the councils neighbourhood structure and management teams respond to the needs of residents	31.03.26	Jeanette Staley	David Seager	Covered within governance reporting to Local Neighbourhood resilience forums	n/a	n/a	DPI - % of devolved funds allocated and spent DPI – No. of CSRT cases	Jeanette Staley	
							X		30.	Deliver a balanced budget for Place Directorate and £1.445m of agreed savings.	31.03.26	John Searle	Sarah Ashurst	Covered with monthly finance meetings	n/a	n/a	n/a	n/a	n/a

Corporate Risks

Risk title	SCCSRR.01 Emergency Planning and Business Continuity
CMT Risk Sponsor	John Searle
Risk Lead Officer	David Seager
Description	If there is a significant business continuity incident that causes an unplanned disruption, there is a risk that the council may not be able to deliver critical services over a prolonged period.
Context	The council may be unable to deliver critical services if it suffers a loss of any of its major assets, this could be loss of physical infrastructure / resources (buildings, equipment etc), digital infrastructure (IT systems or data), power (gas or electricity), utilities (water) or loss of staff. Any of these disruptions could be caused by an emergency event (severe weather, disease outbreak, fire etc) or as a result of a major incident (cyber-attack, explosion, pandemic etc). This risk is linked to the Cyber Security risk and the risks of new and emerging Infectious Diseases.
Existing Controls	The Council has a statutory requirement under Civil Contingencies Act to maintain a risk register on emergencies. Responsibility sits at a Greater Manchester level, and the risk register can be found on the GM prepared website. This sets out mitigation plans that are in place. A Salford Emergency Response and Recovery Plan is also in place. The Plan is regularly exercised through various scenario planning and desk top multi-agency exercises. Governance is in place - GOLD via a Salford Corporate Coordination Group, SILVER via Local Resilience Forum and BRONZE through Business Continuity Champions. On call is in place via a weekly on call system of bronze, silver, gold officers. Business Continuity - The council has a business continuity corporate plan, as well as directorate/service-based business continuity champions, business impact analysis and business continuity plans. BIAs (Business Impact Assessments) have been completed and Business Continuity plans have been written. A test of our Business Continuity arrangements will be run.
Existing Controls - Assurances	For the actions we would take in the event of a business interruption incident, please refer to the corporate business continuity plan and the directorate business continuity plan relevant to the incident. For the actions we would take in relation to an Emergency Incident please refer to our emergency response and recovery plan. Our emergency planning and business continuity plans are regularly tested (whether that be through exercising or through live incidents). Any learning we gain from these are debriefed and put back into plans retrospectively.
Gaps in Existing Controls	
Original Risk score (1-5)	9 – possible with moderate impact (3x3)

Risk title	SCCSRR.01 Emergency Planning and Business Continuity
Current Risk score (1-5)	9 – possible with moderate impact (3x3)
Target Risk score (1-5)	4 – unlikely with minor impact (2x2)
Target Date	31-Mar-2026
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	The Salford COVID 19 emergency structures have been stood down, but monitoring of statistics and surveillance of issues continues via the emergency planning and business continuity leads. Both the broader Business Continuity Champions and Local Resilience Forums continue to meet to discuss and respond to the COVID emergency as well as other resilience issues. Likewise, the Neighbourhood Resilience Forums are still in place and meeting regularly. The structures ensure we are intelligence led in relation to dealing with emergencies and are flexible enough to respond as quickly as required.
Potential actions for improvement – End of year update	In addition to the risk treatment plan the council has created a new Resilience Lead Officer post, adding capacity on emergency planning and business continuity related matters and this post has now been filled

Risk title	SCCSRR.08 Corporate social responsibility - climate change
Risk Owner	Jim Wensley
Description	<p>1) Climate Change Impacts The impacts of climate change on Salford include flooding and heat stress linked to extreme weather events. Due to increased climate change impacts, these weather events are forecast to become more regular and more intense. These impacts are likely to be uneven across Salford, taking account of geography and socio-economic factors. 2) Climate Change Mitigation In order that the overall impacts of climate change are minimised, it is vital that the release of greenhouse gases is dramatically reduced. To do our part in this challenge, Greater Manchester has an aim of being net zero for carbon by 2038. Salford has endorsed this aim. The attendant risk is of harm to Salford City Council's reputation due to failure to meet its climate change/carbon reduction commitments. Failure to achieve ambitions/commitments with regard to carbon reduction would reflect a failure in leadership. The risks / impact of not doing the work are reputational and this undermines our legitimacy as a leader for the wider city. Given the global nature of the greenhouse effect, changes to Salford's carbon footprint do not affect the scale of the first risk, but reduction in the city.</p>
Context – Future impacts	<p>All the current science and empirical evidence suggests that climate change is leading to increasing frequency of severe weather, be that high rainfall and flooding or heatwaves. Salford is as vulnerable to these types of event as the rest of Greater Manchester and the region. Without interventions the impacts of this risk are likely to be increasingly high. The risks apply across Salford. Fluvial flood risk is particularly notable in Cambridge and Lower Broughton, although flooding from drainage infrastructure can occur in all areas subject to rainfall. Vulnerability to heat stress has been evidenced in Pendleton. Both flood and extreme heat have a more severe impact on our more vulnerable communities. If the council is unable to reduce its use of energy and carbon within the required timescales, this will impact on long term carbon reduction targets that will have a reputational and financial risk to the council.</p>
Existing Controls	<p>The Salford Corporate Flood Forum enables different parts of the city council and relevant external partners to discuss flood risks and mitigation opportunities within the city, in addition to continuous joint working with relevant partners. The flood forum receives regular updates on the implementation of Salford's Local Flood Risk Management Strategy which contains a number of measures designed to mitigate flood risk within the city. One of the main measures completed in recent years was the construction of an additional flood storage basin at Castle Irwell. We have organised Salford's Climate Change work so that it reflects GM's five-year Environment Plan of which Salford's Climate Action Board are in place to oversee progress against delivery.</p>
Existing Controls - Assurances	<p>The Salford Corporate Flood Forum enables different parts of the city council and relevant external partners to discuss flood risks and mitigation opportunities within the city, in addition to continuous joint working with relevant partners. The flood forum receives regular updates on the implementation of Salford's Local Flood Risk Management Strategy which contains a number of measures designed to mitigate flood risk within the city. One of the main measures completed in recent years was the construction of an additional flood storage basin</p>

Risk title	SCCSRR.08 Corporate social responsibility - climate change
	at Castle Irwell. We have organised Salford's Climate Change work so that it reflects GM's five-year Environment Plan of which Salford's Climate Action Board are in place to oversee progress against delivery.
Gaps in Existing Controls	
Original Risk score (1-5)	9 – possible with moderate impact (3x3)
Current Risk score (1-5)	9 – possible with moderate impact (3x3)
Target Risk score (1-5)	4 – unlikely with minor impact (2x2)
Target Date	31-Mar-2026
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	<p>The Place Directorate continually reviews City and GM policies and action plans in this area and directs resources to enable the City to respond to the Climate Change threat and our stated aim of achieving carbon neutrality by 2038.</p> <p>The city council takes its responsibilities regarding flooding very seriously. As an example, applications for new development in flood risk areas are carefully scrutinised to ensure that the development proposals are safe, in line with the city council's development and flood risk supplementary planning guidance. Developing approaches to biodiversity and greening through the city should reduce the impact of urban heat islands during heat events. In the event that a major flooding incident occurs emergency planning procedures are in place and staff are trained to respond. The training includes knowledge of the operational procedures of the flood basins and communities most at risk within the city. The response to major incidents can include opening rest centres to accept those displaced by flooding and assisting with the recovery phase.</p> <p>The recently adopted Places for Everyone plan includes carbon reduction policies for new development that are stretching and will support a considerable improvement in the climate readiness of new buildings (in terms of both being better adapted to a changing climate and having higher environmental design standards).</p> <p>The city council is seeking to embed low carbon actions more widely across council programmes. The Greener Salford communications campaigns seek to influence behaviour of Salford residents and businesses to adopt more carbon-efficient behaviour.</p>

Directorate Risks

Risk title	PRR2425.01 Failure to retain talent within the workforce
Risk Owner	Sarah Ashurst:
Description	Failure to retain talent within the workforce and challenging labour shortage crisis.
Existing Controls	Tailored internal development programme and succession plan currently being developed for the directorate.
Existing Controls - Assurances	To be determined following implementation succession plan strategy and delivery plan.
Gaps in Existing Controls	blank
Original Risk score (1-5)	9 – possible with moderate impact (3x3)
Current Risk score (1-5)	9 – possible with moderate impact (3x3)
Target Risk score (1-5)	2 – unlikely with insignificant impact (2x1)
Target Date	28-Feb-2025
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	Working alongside O&D in structuring a tailored leadership programme for within Place.
Potential actions for improvement – End of Year update	Stronger culture of people development to enable internal moves linked to the tailored package/leadership programme for the Place directorate that is currently being explored with O&D team. Working well in some areas of the business. Workforce Strategy development for Place underway.

Risk title	PRR2425.02 Failure to attract new talent to the workforce
Risk Owner	Sarah Ashurst:
Description	Failure to attract new talent to the workforce. Place Directorate has grown following the insourcing of Urban Vision back into the council, increasing the complexity and challenges in delivering a vast variety of services that is dependent on a highly skilled workforce to deliver the priorities of the city and service group. This would be severely impacted if the Directorate were unable to recruit to specialist technical posts across Place.
Existing Controls	Currently includes targeted recruitment campaigns and different approaches for more difficult to fill posts using appropriate tools and social media.
Existing Controls - Assurances	Blank
Gaps in Existing Controls	blank
Original Risk score (1-5)	16 – likely with major impact (4x4)
Current Risk score (1-5)	16 – likely with major impact (4x4)
Target Risk score (1-5)	2 – unlikely with insignificant impact (2x1)
Target Date	31-Jan-2026
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	In addition to this a succession planning strategy and delivery plan needs to be put in place in retaining and developing existing staff members within Place, working alongside HR. Progress on this across the directorate is happening in some areas.
Potential actions for improvement – End of Year update	Workforce strategy progress underway in supporting Heads of Service and Directors, although recruitment challenges still remain in certain areas such as Technical Services.

Risk title	PRR2425.03 Failure to deliver major projects
Risk Owner	Kurt Partington, Chris Smith & David O'Neill
Description	Failure to deliver major projects. Project delivery and market volatility - these have significant impact on construction costs and may impact on the ability to deliver major projects within budget and timescales.
Existing Controls	Online project management system in place. Budget monitoring, comparing actual performance against approved budget, is undertaken throughout the financial year and reported to Directorate Management Team and Lead Members. The service position is then included within the corporate budget monitoring report which is reported to Corporate Management Team, Cabinet and Overview and Scrutiny Board.
Existing Controls - Assurances	Programme and project risk plans and portfolio governance boards in place for housing, regeneration, and infrastructure programmes.
Gaps in Existing Controls	Overarching role and governance of Salford's Regeneration Forum to be established this year.
Original Risk score (1-5)	9 – possible with moderate impact (3x3)
Current Risk score (1-5)	9 – possible with moderate impact (3x3)
Target Risk score (1-5)	3 – possible with insignificant impact (3x1)
Target Date	31-Jan-2025
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	Continual review of programmes and reprioritisation of projects and financial resources.
Potential actions for improvement – End of Year update	(DO) ProVal appraisal software now implemented in the development and regeneration team for more accurate forecasting of development and operational cashflows.

Risk title	PRR2425.04 Under investment in Salford's highway network
Risk Owner	Rob Owen
Description	Under investment in Salford's highway network. A well-maintained highway asset supports the city's productivity and economic growth plans, whilst failing infrastructure contributes to longer journeys, lack of confidence which can affect investment decisions by businesses and safety of road users.
Existing Controls	Budget of £3.8m signed off as part of the council's 2024/2025 budget setting process towards maintaining the network. £3.7m per year (excluding inflation) was the value set in 2010/11 to maintain the highways at a steady state. Since 2016/17 this level of investment has not been maintained and as such the network is in a managed decline.
Existing Controls - Assurances	As a result of under investment, the number of accident claims have begun to rise in the last three years which is a result of the deterioration of the network brought about by lower funding levels. Highways play an essential role in making travel more expedient, be that by car, public transport, cycling or walking.
Gaps in Existing Controls	The only gap in control is underinvestment in highway maintenance. We have a well-managed network, considering the levels of investment. If there were continual higher levels of investment, we'd need to recruit more staff to deliver the program which is a risk. Increased insurance and injury claims are likely to result with continued lower level of investment. Investment in highways will be subject to approval by Full Council.
Original Risk score (1-5)	9 – possible with moderate impact (3x3)
Current Risk score (1-5)	9 – possible with moderate impact (3x3)
Target Risk score (1-5)	3 – possible with insignificant impact (3x1)
Target Date	31-Mar-2026
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	Monitoring and reporting of local road conditions reported to Lead Member bi-monthly. Highways Investment is presented to Scrutiny Panel annually. Refer to the latest report on State of the Highways for full details.
Potential actions for improvement – End of Year update	Still relevant at end of year.

Risk title	PRR2425.05 Failure to have in place sufficient exit plans on existing developments
Risk Owner	Steph Mullenger
Description	Failure to have in place sufficient exit plans on existing developments e.g. New Bailey / Embankment.
Existing Controls	Appointment of Corporate Property Consultant (now Interim of Property and Housing) to review all legacy agreements to advise on suitable exit strategies for our high-profile developments.
Existing Controls - Assurances	The engagement of specialist property legal advice and other consultants where required.
Gaps in Existing Controls	The initial gaps were not having the expertise inhouse to firstly enter into these agreements and to manage them moving forward. That is why external support was brought in to mitigate the risk.
Original Risk score (1-5)	6 – unlikely with moderate impact (2x3)
Current Risk score (1-5)	6 – unlikely with moderate impact (2x3)
Target Risk score (1-5)	1 – very unlikely with insignificant impact (1x1)
Target Date	31-Mar-2026
Latest Update	01-Apr-2025
Next Assessment	01-Jul--2025
Risk Treatment Plan	Remains as is
Potential actions for improvement – End of Year update	The existing developments in the city centre at New Bailey and Embankment are subject to a review this year at Property and Regeneration Lead Member Briefing and Cabinet, after which we will update the plan

Risk title	PRR2425.06 The Cliff Slope
Risk Owner	Stuart Molyneux
Description	The Cliff Slope – Ongoing monitoring works
Existing Controls	Yearly monitoring in place to identify any further works/ remediation measures potentially required.
Existing Controls - Assurances	Report to be brought to DMT (August 2024) which will assist to agree the proposed measures moving forward.
Gaps in Existing Controls	To follow
Original Risk score (1-5)	6 – unlikely with moderate impact (2x3)
Current Risk score (1-5)	9 – possible with moderate impact (3x3)
Target Risk score (1-5)	4 – unlikely with minor impact (2x2)
Risk Movement since last assessment	worsening
Target Date	31-Mar-2026
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	<p>Monitoring of the slope is ongoing.</p> <p>Interim measures have been installed on Lower Broughton Road to reduce the impact of water erosion on the slope crest.</p> <p>Work continues to investigate further short to medium-term interventions that would support the reduction of risk in this area. Approval will be requested to appoint external specialists to recommend further ground investigation works to support the production of a Ground Investigation Report which would lead to a Geotechnical Optioneering Report to identify options to prevent further slope failure.</p>
Potential actions for improvement – End of Year update	Remedial works might reduce the impact in the short-term with an option for further large-scale protection works to limit the impact of slope instability in the medium-term.

Risk title	PRR2425.07 Building Control – service review to address legislative changes & Building Safety Regulator operational requirements
Risk Owner	Phil Crowe
Description	Building Control – service review to address legislative changes & Building Safety Regulator operational requirements. Ongoing service review to ensure operational delivery meets BSR requirements -including review of resources, processes & QMS plus registration of Building Inspectors. Failure to meet BSR operational requirement could lead to intervention / sanctions.
Existing Controls	Re-engineering of IT system (Arcus) on-going with DDat / Project Management support. Registration of all BI progressing. Stable establishment with successful team-wide professional development programme implemented.
Existing Controls - Assurances	Progressive introduction of operational changes mapped and ongoing. Key risk areas are identified with mitigation measures planned or in place.
Gaps in Existing Controls	IT system (Arcus) likely needs dedicated & on-going DDat / PM support to ensure system aligns with BSR KPI / operational requirements, legislation and QMS. Single point of contact leading changes presents risks- need to cascade.
Original Risk score (1-5)	6 – possible with minor impact (3x2)
Current Risk score (1-5)	4 – unlikely with minor impact (2x2)
Target Risk score (1-5)	2 – unlikely with insignificant impact (2x1)
Risk Movement since last assessment	Improving
Target Date	31-Mar-2026
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	Continual review of achievable operational changes against expected service requirements and how these can be achieved ongoing. These are prioritised based on resources, requirements, programmes and reprioritisation of projects and financial resources.

Risk title	PRR2425.07 Building Control – service review to address legislative changes & Building Safety Regulator operational requirements
Potential actions for improvement – End of Year update	<p>80% of the team (7no.BI's) are now registered with the BSR at a level aligned with their post. Remain surveyors (2 No.) are on pathways predicted to achieve registration by end 2024. Operational changes progressing with stepped introduction of changes aligned with BSR & QMS requirements. IT system development progress slightly delayed by supplier. Supplier aware and is addressing with DDat assistance with fall-back plans in development.</p> <p>(PC) All the BI's are now registered with the BSR at levels aligned with their post (or awaiting assessment results). Operational changes progressing with stepped introduction to align service with BSR & QMS requirements. Performance monitoring data returns to the BSR now commenced. There are known gaps with both data returns and operational requirements and ongoing DDat development required to ensure these requirements are fulfilled.</p>

Risk title	PRR2425.08 Local Plan part two is not progressed in line with Government timetable and requirements
Risk Owner	James Shuttleworth
Description	Local Plan part two is not progressed in line with Government timetable and requirements (subject to approach of new Government).
Existing Controls	Development of project plan that seeks to meet deadline for submission. Having up-to-date plan coverage.
Existing Controls - Assurances	Engagement opportunities with Government through SCC and GMCA to understand Government approach to deadlines and policy priorities.
Gaps in Existing Controls	Deadline is very challenging and local plans are prone to delays due to external pressures.
Original Risk score (1-5)	6 – possible with minor impact (3x2)
Current Risk score (1-5)	4 – unlikely with minor impact (2x2)
Target Risk score (1-5)	2 – unlikely with insignificant impact (2x1)

Risk title	PRR2425.08 Local Plan part two is not progressed in line with Government timetable and requirements
Risk Movement since last assessment	improving
Target Date	31-Mar-2026
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	Focus on current target timetable; manage changes in Government policy accordingly Liaison with members and City Mayor on proposals to ensure support for the local plan. Clarity on proposed timetable for progress, and identification of delay risks within that process (for example, political approvals can take longer than anticipated).
Potential actions for improvement – End of Year update	New Government has issued a new deadline of December 2026 for submission of plans for examination under the current planning system, which significantly reduces the risk of progressing in line with its timetable. However, new policy could potentially create pressure for further release of sites in Salford for development, contrary to political position. Liaison with Lead Members and City Mayor has mitigated this risk to an extent. This will need to be an ongoing process.

Risk title	PRR2425.09 Fire Safety
Risk Owner	David O'Neill/ Jane Barlow
Description	Fire Safety
Existing Controls	Deed of Variation to the PFI Contract issued to the PFI Contractor to take on board Accountable Person and Principal Accountable Person duties. Pendleton Together have registered all 9 blocks and are developing the Building Safety Cases (in good faith of being paid by the Council).
Existing Controls - Assurances	Ensure that comprehensive updates are provided monthly in written contract reports and any actions / concerns are discussed at monthly meetings.
Gaps in Existing Controls	No contract in place. No current cost for delivering the required duties. Quality of monthly reporting needs to improve.

Risk title	PRR2425.09 Fire Safety
Original Risk score (1-5)	12 – possible with major impact (3x4)
Current Risk score (1-5)	12 – possible with major impact (3x4)
Target Risk score (1-5)	2 – unlikely with insignificant impact (2x1)
Target Date	31-Mar-2026
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	Agree contract and annual schedule of activities. Increase monthly monitoring
Potential actions for improvement – End of Year update	Two Blocks - Thorn and Spruce - are currently being assessed by the Building Safety Regulator. A proposed Deed of Variation from the PFI contractor was received on 28/03/25 and is being reviewed to cover fire safety costs. Indicative costs have been received for the works, however no estimates for 25/26 have been received

Risk title	PRR2425.10 SCL reserves valuation and decrease of current reserves
Risk Owner	David Seager
Description	Salford Community Leisure (SCL) reserves valuation and decrease of current reserves
Existing Controls	Regular budget monitoring and 5-year projections.
Existing Controls - Assurances	Regular reports to Council client governance meetings. More detailed reports to Council identifying how this has occurred and impact. Demonstration of tight financial controls over the years under challenging financial climate. Use of Capital programme to support income growth and achieve efficiencies.
Gaps in Existing Controls	Recognition of limitation of funding model during periods of high inflation and cost of living crisis. SCL Management fee has remained static since 2019.
Original Risk score (1-5)	16 – likely with major impact (4x4)

Risk title	PRR2425.10 SCL reserves valuation and decrease of current reserves
Current Risk score (1-5)	20 – very likely with major impact (5x4)
Target Risk score (1-5)	16 – likely with major impact (4x4)
Risk Movement since last assessment	worsening
Target Date	31-Oct-2025
Latest Update	01-Apr-2025
Next Assessment	01-Jul-2025
Risk Treatment Plan	<p>Review savings options and where income can grow at a faster rate. Saving options will reduce service levels which will take time to implement and be politically challenging.</p> <p>Management fee increase by £350k in 2025/26 to support inflationary pressures and salary costs.</p>
Potential actions for improvement – End of Year update	Briefing paper to be presented at the next Client Steering Group meeting (28 th October) that will inform the current risk status and mitigations required in bringing the level of risk to an acceptable tolerance level from a financial reserves perspective

Appendix 1 – Manifesto pledges

1. Children and Education

- Building a Child Friendly City – Elevating the voices and opportunities of Salford’s young people.
- Early literacy for every child - work with Dolly Parton’s Imagination Library, develop a gold standard Literacy Hub, build a Literacy City.
- Improving educational progress – invest additional funding into expanding our School Improvement offer, implement a city-wide attendance strategy.
- Growing up happy: Our playground pledge – Refresh existing play parks, bring new parks to areas that don’t have one.

2. Health and Social Care

- Taking back control of Social Care – bring Aspire inhouse within 12 months, work towards insourcing other elements of social care, increase public provision of home care.
- Championing the rights and pay of care workers – upholding a Real Living Wage for care workers in services commissioned by the council, work towards implementing UNISON’s Ethical Care Charter.
- Bridging the gap of health inequalities – work with partners to unlock universal health provision for all residents, improve health provision to enable better targeted care, work towards Salford becoming a Marmot City, focusing on social impacts on health such as housing, education and employment.

3. Heritage and Culture

- Protect culture and celebrate diversity – make great culture accessible across the city, cultivating public art, work to digitise our historic archives.
- Restoring Salford’s heritage – Restoration of Buile Hill mansion, employ a Heritage Officer, set up a Heritage Commission.
- Develop a Rugby Strategy – see Rugby League in all Salford schools, revitalise Valentine Cup.

4. Inclusive Economy

- Levelling up Salford – committed to positive regeneration in the west of the city – Eccles, Cadishead, Swinton, Little Hulton etc, work with VCSE sector as strategic partners, establish a consultative body to ensure the needs of disabled people and other underserved communities are met and addressed.
- Revitalising Salford’s businesses – introduce the Salford Business Support Scheme, foster the creation of new businesses and jobs by exploring innovative avenues to support aspiring entrepreneurs.
- Accessible banking for all – Support Salford Credit Union to champion the community, opening doors to new financial opportunities through affordable loans and savings accounts.

- Elevating Salford as a Real Living Wage city – increase the number of Living Wage employers in Salford by 10%, work towards the first ever Real Living Wage High Street.

5. Housing and Community

- Building council homes in Salford – build 600 council houses in Salford within the next four years, through Derive - these properties will be for social and affordable rent and highly energy efficient. Lobby and support Housing Associations in the city to match this dedication.
- Balancing Housing Diversity: Managing HMO concentrations – implement restrictions on HMO concentrations.
- Salford's dedication to veterans – continue to provide support to our armed forces community, continue funding the dedicated housing support officer working with our armed forces community, continue to invest in events such as Armed Forces Week, Remembrance parades and memorials.
- Stamping down on fly-tipping – continue to support residents in maintaining the cleanliness of their communities, establish a crackdown team dedicated to combating fly-tipping, lobbying and influencing for more robust measures/laws on fly tipping, re-evaluate bulk waste charges, call upon Housing Associations to demonstrate a heightened commitment to communities.

6. Climate Change and Transport

- A carbon neutral Salford – continue to decarbonise all council buildings and vehicles, support business and residents to improve energy efficiency, build more homes that meet net-zero standards, retrofit existing social housing stock, encourage residents and businesses to reduce, reuse and recycle waste, continue to invest in the City's biodiversity by investing in our green spaces.
- Expanding sustainable transport across Salford – Collaborate with GM to invest in sustainable public transport including an extended tramline running to the Community Stadium, enhance infrastructure for active travel, build upon the Bee Network initiative, lobby for extension of the eScooter trial and expand their areas of operation.
- Greening Salford: City of Trees – plant 8,000 new trees by the end of May 2028. Create new woodlands and add street and park trees and replace trees lost by natural causes or vandalism, contribute our share to the national goal of planting around 30,000 hectares of new woodland annually until 2050.