Title:	**RISK MANAGEMENT ANNUAL REPORT 2008/09**
Date of Meeting:	**18th May 2009 (Management Board)** — rendered below

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Date of Meeting:	**18th May 2009 (Management Board)** **10th June 2009 (Executive)** **24th June 2009 (Council)** **25th June 2009 (Audit Committee)**
Project Lead Officer:	**S.Kenyon / D. Hipkiss**
Project Sponsor:	**Director of Finance & eGovernment**
Lead Executive Member:	**Councillor Iain Gartside (Resource)**

TYPE OF DECISION: COUNCIL

FREEDOM OF INFORMATION/ STATUS: **This paper is within the public domain**

SUMMARY:

The Risk Management Annual Report provides Members with details of risk management activity that has taken place over the past 12 months. It outlines risk management policies and practices now in place and the key issues that will be addressed during the coming financial year.

OPTIONS AND RECOMMENDED OPTION :

Members are recommended to re-affirm their support for the Council's approach to Risk Management, and note progress made throughout 2008/09 and actions planned for 2009/10.

IMPLICATIONS -

Corporate Aims/Policy Framework: Do the proposals accord with the Policy Framework? Yes

Financial Implications and Risk Considerations	See DoFEG comment below
Statement by Director of Finance and E-Government:	There are no direct resource implications arising from this report.

Risk management is an integral part of the Council's approach to Corporate Governance and service and financial planning and it is essential that robust risk management practices are put in place to safeguard the Council's assets and its reputation.

Corporate, departmental and operational risk assessments have been undertaken and key elements of the resultant Management Action Plans are incorporated into Departmental Plans. |

Equality/Diversity implications   No

Considered by Monitoring Officer: ☐

Are there any legal implications?   No

Staffing/ICT/Property: There are no direct human resource, IT or land and property implications arising from this report.

Wards Affected: All

Scrutiny Interest: Resource and Performance Scrutiny Commission

TRACKING/PROCESS   **DIRECTOR:** Mike Owen

Chief Executive/ Management Board	Executive Member/ Chair	Ward Members	Partners
Governance Panel 14/5/09

Mgmt Board 18/05/09 | | | |

Scrutiny Panel	Executive	Audit Committee	Council
	10/06/09	25/06/09	24/06/09

1.0 BACKGROUND

1.1 The Executive approved the Council's Risk Management Policy and Strategy in March 2006. Significant improvements in the development and implementation of a corporate risk management framework were made during 2007/08, this included a review of the Policy and Strategy to ensure our approach is in line with meeting best practice and takes into account the risk of an increasing partnership alliance in public service provision.

1.2 2008/09 has seen further improvements being made in line with the requirements of the Strategy in particular around strengthening resilience to potential disruption by reviewing Business Continuity Management.

1.3 This report takes the form of an annual report on risk management activity that has taken place across the council and within each of the directorates.

2.0 IMPLEMENTING RISK MANAGEMENT

2.1 Risk management forms an integral part of strategic planning in Bury MBC ensuring early intervention and management of uncertainty in delivering key strategic priorities and outcomes that follow from the Council's Financial and Forward Planning Cycle outlined at Appendix A.

2.2 Early intervention and assessment of strategic plans ensures each department is able to fully prepare their existing and new priorities within their own development and service plans as part of this annual planning cycle and manage their objectives effectively against financial, reputation and performance risks in line with meeting the Council's Priorities and Team Bury's Ambitions.

2.3 This approach to risk management ensures a continuous and evolving process that runs throughout the council's core functional activities at all levels, increasing opportunity to optimise operational efficiency at the very lowest levels of service, programme and project delivery.

Good risk management supports accountability, performance measurement and reward, thus promoting operational efficiency at all levels. "A Risk Management Standard – IRM"

2.4 Risk Assessment Action Plan Registers (RAAP's) have been introduced and are used across departments to help record, action and monitor identified risk threats and opportunities as a result of strategic planning and service delivery. RAAP Registers as they are referred to throughout this report are used at levels throughout the Council to record information and help manage Corporate, Departmental Strategic and Operational risks.

2.5 Risk management is used as an effective tool in the achievement of the Council's aims and objectives, with processes in place that allow for corporate, departmental strategic and operational activity to quickly identify, evaluate and manage areas of uncertainty and exploit opportunities. These arrangements include:

- An approved Corporate Policy & Strategy for Risk Management that can be read online or downloaded
- Corporate Risk Management Group (Member level)
- Operational Risk Management Group (Officer level)
- Establishment of a "Governance Panel" comprising the Director of Finance & eGovernment, Director of Legal & Democratic Services, Head of Strategic Finance & Head of Internal Audit.
- Comprehensive Intranet Risk Management Website and Toolkit
- Corporate Risk / Opportunity Assessment Action Plan Register
- Departmental Strategic Risk Assessment Action Plan Registers
- Operational Risk Assessment Action Plan Registers – held by service managers and maintained as part of the day to day management of service provision
- A Common Risk Register (General Good Administrative Management Practices) out with all service areas
- Dedicated Risk Management Section – Operating from Strategic Finance alongside but independent from Internal Audit
- "Team Bury" risk management framework Partnership Risk Assessment Model (PRAM)

2.6 Also in place is an effective communication and reporting risk management network:

- The Executive
- Star Chambers
- Management Board
- Corporate Risk Management Member Group
- Operational Risk Management Officer Group
- Business Continuity Management representatives
- All departments and Service Heads

2.7 The diagram at Appendix B has been drawn up to help demonstrate Bury Council's risk management processes, illustrating strategic and operational planning across the authority, also the delivery of service and the movement and reporting of risks associated with these two key risk drivers within each of the departments.

3.0 DEPARTMENTAL PROGRESS 2008/09

3.1 The tables at Appendix C summarise what progress has been made against departmental risks during 2008/09. The risk reference numbers do not run numerically one after the other as each risk event is allocated its own unique reference and may have been removed from the register as a result of successful risk management in the previous year or re-categorised during quarterly reviews this year. Key issues are summarised below;

3.2 Childrens Services

2008/09 high risks focus upon;

- Developing processes across Children's Trust
- Human resource / work force development
- Responding to the requirements of assessment & inspection regimes

- Primary / Secondary strategies

Despite some key success and progress in these areas during 2008/09 the department is still highlighting a number of concerns reflected by the final quarter assessment results. The final quarter review period shows Children Services as having identified 5 high risk events based around service improvements, change, capacity and reviews, 3 medium risk events based around funding pressures, integrating services and JAR recommendations and 4 low risk events.

3.3   Adult Care Services

2008/09 high risks focus upon;

- Capacity of external care service markets
- Effectiveness of multi agency working
- Escalating costs from increasing demand upon services
- Recruitment / skills issues

Despite some key success and progress in these areas during 2008/09 the department is still highlighting a number concerns reflected by the final quarter assessment results. During the final quarter of 2008/09 Adult Care Services undertook a complete review of their risk register in order to bring it more in line with their objectives following the departmental service plan review. As a result a number of risks have been either removed or changed.

3.4   Environment & Development Services

2008/09 high risks focus upon;

- Effectiveness of control rooms
- Outcomes from Pimhole re-development
- Location of Traveller's site
- Improving public transportation
- Robustness of radio control system

Despite some key success and progress in these areas during 2008/09 the department is still highlighting a number of concerns reflected by the final quarter assessment results.   The final quarter review period shows Environment & Development Services as continuing to have a number of high risk events based around these same areas, a medium risk event based around increasing demand on service provision and 8 low risk events mainly around internal developments.

3.5   Chief Executives

2008/09 high risks focus upon;

- Opportunities presented by new technologies
- The economic climate and its impact upon the property market
- Management and control of absenteeism
- Opportunities to develop alternative service provision

Despite some key success and progress in these areas during 2008/09 the department is still highlighting a number of concerns reflected by the final quarter assessment results. The final quarter review period shows the Chief Executive's as continuing to have high risk in these areas along with a medium risk based around the new inspection regime and one low risk around strengthening partnership governance.

4.0   CORPORATE RISKS

4.1   The Corporate RAAP records the council's most significant risks which are reviewed continually by Management Board – both through quarterly reviews, and as agenda items in their own right. The Corporate Risk Register takes account of risk management activity taking place across departments allowing for the transfer of high risk and also of known future risk.

4.2   The following table below summarises what progress has been made against corporate risks during 2008/09.

4.3   The table at Appendix D aligns the Council's most significant risks as at 31st March 09 against the Councils' Priorities and Team Bury Ambitions.

CORPORATE RISK PROGRESS 2008/09

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS TO DATE
001	Budget is unsustainable and inadequate to support the achievements of the Council's Priorities and Ambitions	3 Low	6 Medium	6 Medium	6 Medium	A number of measures are being taken help strengthen the budget position and increase the success of achieving the Council's and Team Bury's objectives. Risk remains to ensure close monitoring of the Council's finances.
003	Absenteeism levels are unacceptably high (as measured by BVPI targets)	6 Medium	6 Medium	6 Medium	6 Medium	Enhanced monitoring and reporting procedures have been put in place, and there has been no significant increase in sickness levels. The risk remains high until sickness levels begin to reduce.
003	Continue to develop and implement preparations and improvement programme for Comprehensive Area Assessment	6 Medium	6 Medium	6 Medium	6 Medium	Council has achieved 4 star "Excellent" Status under the CPA inspection regime. The focus now is to maintain these standards, and to address the requirements of the CAA.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS TO DATE
004	Failure to effectively revise working practices to realise the full potential of new ICT systems now in place	3 Low	4 Low	4 Low	4 Low	AGRESSO Phase 1, EDRM and CRM now operational. Phase 2 AGRESSO has run as a pilot within the CE and will be rolled out Authority wide in May 09. Risk remains for close monitoring owing to significant performance and efficiency potential of these projects.
005	Failure to comply effectively with established partnership governance arrangements within the Council and Team Bury	3 Low	3 Low	3 Low	3 Low	A Code of Practice / Partnership Toolkit has been developed and there is an agreed common framework for managing risk -"PRAM". Future activities include developing PIMs to hold risk information for key indicators.
006	Children' Services are unable to meet existing and/or future demands within existing parameters	3 Low	3 Low	3 Low	3 Low	Additional resources have been made available to minimise the impact of service demand which are being closely monitored.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/03/09	PROGRESS TO DATE
007	Arrangements for workforce development do not support the provision of a "fit-for-purpose" workforce	3 Low	6 Medium	6 Medium	6 Medium	Measures being taken to maximise the development potential of staff and ensure a "fit-for-purpose" workforce. This includes the development of a Corporate Workforce Development Plan updated on a annual basis. Workforce planning is now an integral part of the departmental service planning framework.
008	Demands for Adult Social Care out-strip the available resources and capacity	6 Medium	9 High	9 High	9 High	Additional resources have been made available to minimise the impact which is being closely monitored. An additional £2m allocated in 2009/10 budget to ease pressure and meet increasing demand.
009	Disaster Management policies practices and manuals are ineffective	6 Medium	4 Low	4 Low	4 Low	Measures in place to meet Emergency Planning and Business Continuity issues. Further improvement plans are in place to strengthen response and recovery operations.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/03/09	PROGRESS TO DATE
010	Back-log against Maintenance Programme	6 Medium	6 Medium	6 Medium	6 Medium	£600k is allocated through the Capital Programme to address backlog maintenance issues on a priority led basis
011	Relocation of Travellers Site	4 Low	6 Medium	6 Medium	6 Medium	Measures being taken but risk remains being closely monitored owing to the impact of decisions upon site residents/local communities and businesses
012	Transfer to DLO to 6 Town Housing	6 Medium	Risk Removed	Risk Removed	Risk Removed	Successful transfer – risk removed
012	To effectively implement Pay & Grading Review in line with NJC pay agreement 04/07	16 High	16 High	16 High	16 High	The Council has now set its pay-line, and consultation with Trade Unions is complete. The emphasis has now switched to "implementing" the new pay structure – which is to take place with effect from 01st September 2009.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/03/09	PROGRESS TO DATE
013	Risk of deteriorating economic climate impacting upon the Council's financial wellbeing, and also leading to increased levels of support / service demands from the public.	N/A	4 Low	4 Low	4 Low	Measures are being taken to support and strengthen the local economy including reducing the time to pay local suppliers, offering apprenticeships, continuing with Council Tax discounts for over 65s and making provision in the budget to specifically tackle related issues.
014	Transportation Innovation Fund – Congestion Charing	8 High	Risk Removed	Risk Removed	Risk Removed	Significant loss of capital funding for investment in public transport. Measures being taken at departmental level to minimise the impact of the bid failing
015	Loss of control through the development of joint working across partnerships	3 Low	Risk Removed	Risk Removed	Risk Removed	Strategic themed partnerships are now in place and are well established, this includes the Local Area Partnerships across the borough.

5.0 **CHALLENGES FOR 2009/10**

5.1 The challenge for the coming year will be to maintain the momentum and to continue to review and enhance risk management and business continuity processes so that they are fully integrated into the core functional activities of the Council and performance / financial planning frameworks.

5.2 Keeping abreast of best practice and taking into account the future planned focus for the Comprehensive Area Assessment the following areas will be our main priority for 2009/10:

- Building upon the work started by Management Board where key corporate risks are considered in depth alongside the quarterly review process.
- Continuing to raise Member involvement in risk management and business continuity
- Continuing to strengthen risk management arrangements in key strategies such as the Medium Term Financial Strategy, the Workforce Development Strategy and the Asset Management Strategy.
- Continuing the development of risk reporting and monitoring processes
- Strengthening risk management arrangements at operational level and with partnership arrangements – As part of a risk management review the council's Performance Management System (PIMS) is being enhanced to provide additional features to record and report on the risks associated with delivering key performance indicators across council services and with delivering LAA targets/objectives through partnership
- Ensure risk management focus is widened to better understand, manage and take advantage of opportunity risk as well as managing potential risk threats
- Benchmarking with other public and private sector organisations
- Improving upon business continuity management information in particular around inter-dependency modelling
- Establishing a framework for Business Continuity Management across partnership activity

6.0 **CONCLUSIONS**

Considerable progress continues to be made in the area of risk management and in embedding the approach to risk management into the authority's processes and culture. However there is no room for complacency and this subject will continue to be given significant attention over the coming twelve months.

Councillor Iain Gartside
Executive Member (Resource)

Background documents:
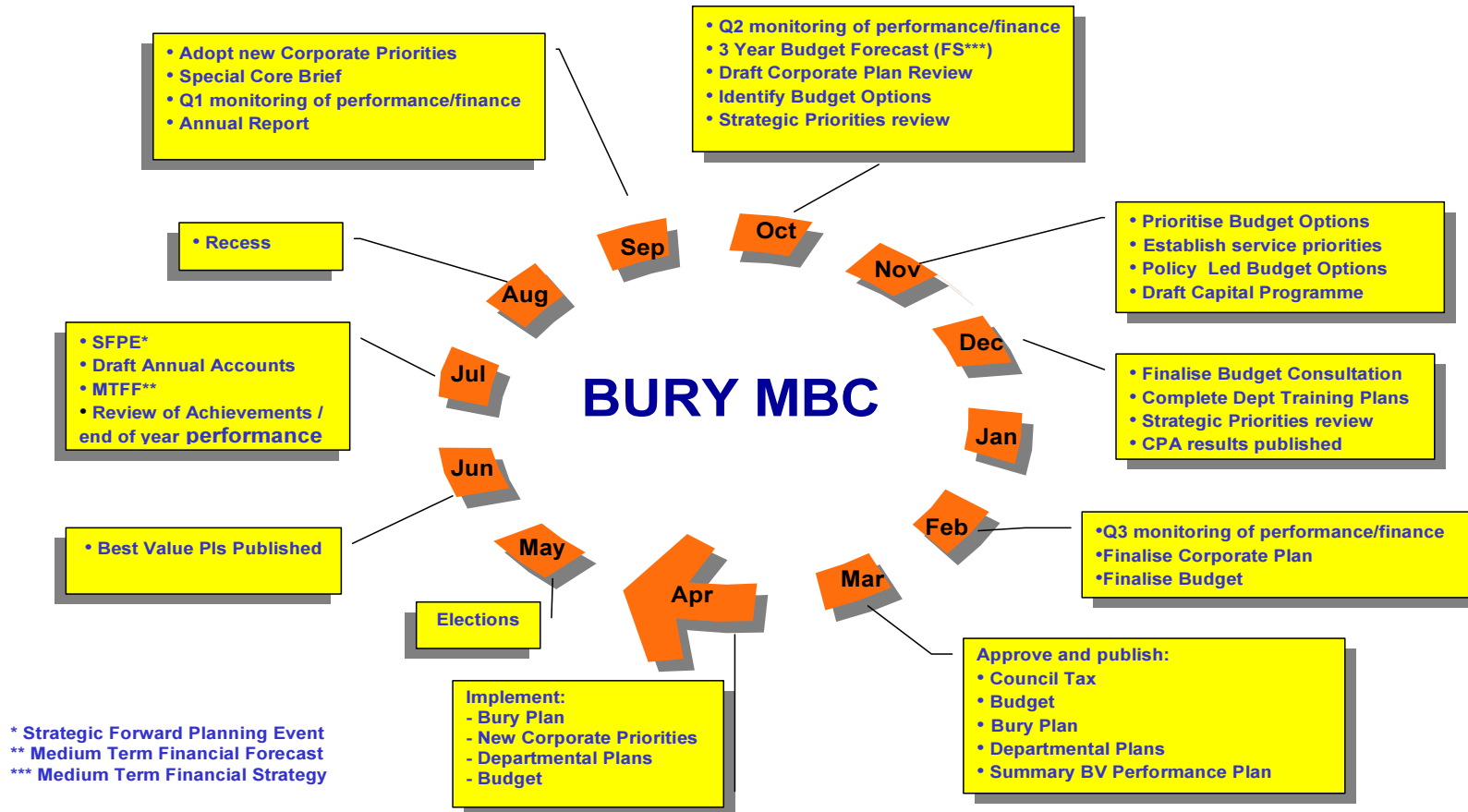Risk Management Policy, toolkit & risk registers - maintained on Intranet.

For further information on the contents of this report, please contact:
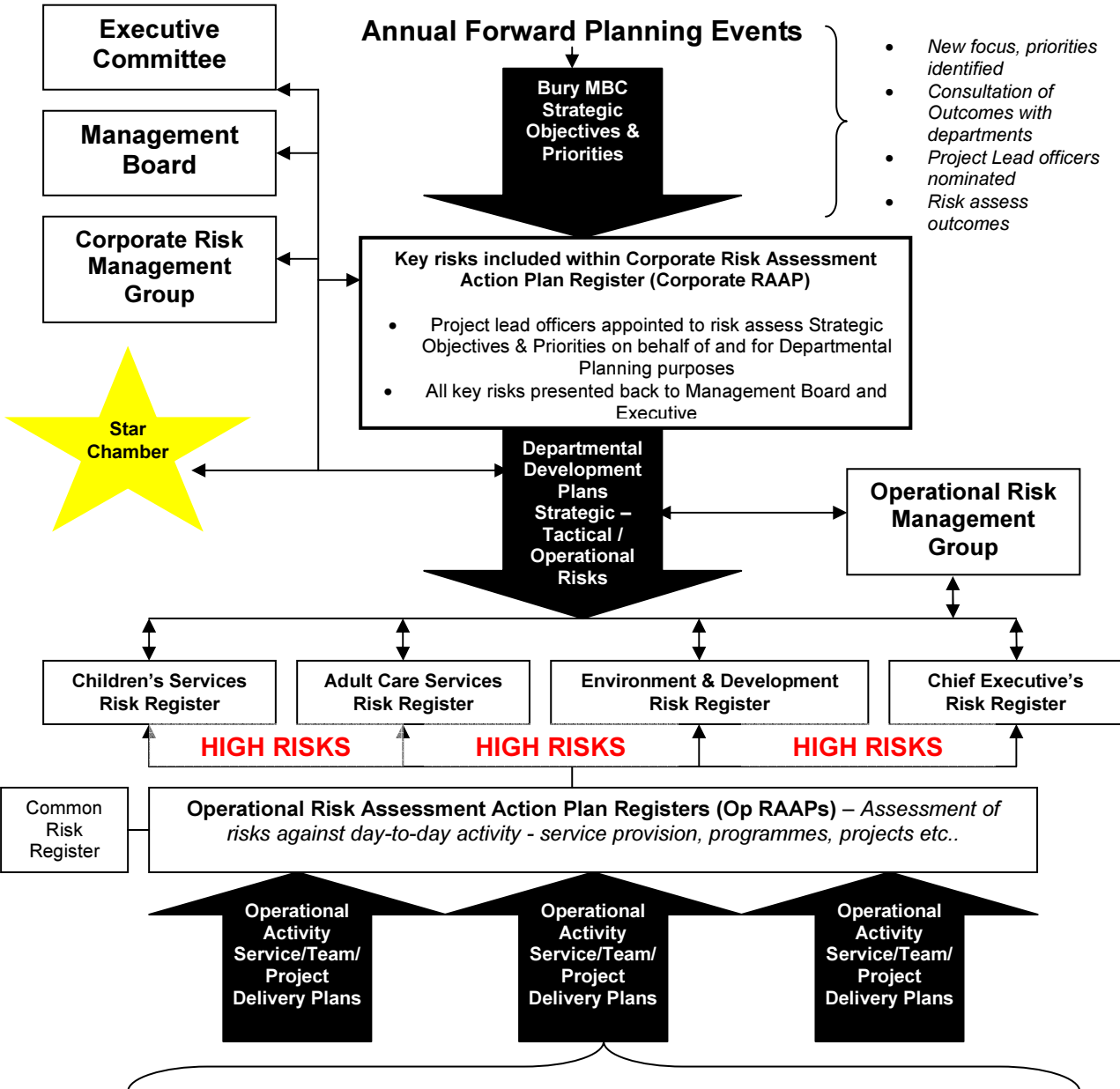Mike Owen, Director of Finance and E-Government
Tel: 0161 253 5002   e-mail: M.A.Owen@bury.gov.uk

FINANCIAL AND CORPORATE PLANNING CYCLE

BURY MBC

• Q2 monitoring of performance/finance
• 3 Year Budget Forecast (FS***)
• Draft Corporate Plan Review
• Identify Budget Options
• Strategic Priorities review

• Adopt new Corporate Priorities
• Special Core Brief
• Q1 monitoring of performance/finance
• Annual Report

• Recess

• SFPE*
• Draft Annual Accounts
• MTFF**
• Review of Achievements / end of year performance

• Best Value PIs Published

• Prioritise Budget Options
• Establish service priorities
• Policy Led Budget Options
• Draft Capital Programme

• Finalise Budget Consultation
• Complete Dept Training Plans
• Strategic Priorities review
• CPA results published

•Q3 monitoring of performance/finance
•Finalise Corporate Plan
•Finalise Budget

Approve and publish:
• Council Tax
• Budget
• Bury Plan
• Departmental Plans
• Summary BV Performance Plan

Implement:
- Bury Plan
- New Corporate Priorities
- Departmental Plans
- Budget

Elections

Sep   Oct   Nov   Dec   Jan   Feb   Mar   Apr   May   Jun   Jul   Aug

* Strategic Forward Planning Event
** Medium Term Financial Forecast
*** Medium Term Financial Strategy

September 2006

13

Executive Committee

Management Board

Corporate Risk Management Group

Annual Forward Planning Events

Bury MBC Strategic Objectives & Priorities

- *New focus, priorities identified*
- *Consultation of Outcomes with departments*
- *Project Lead officers nominated*
- *Risk assess outcomes*

Key risks included within Corporate Risk Assessment Action Plan Register (Corporate RAAP)

- Project lead officers appointed to risk assess Strategic Objectives & Priorities on behalf of and for Departmental Planning purposes
- All key risks presented back to Management Board and Executive

Star Chamber

Departmental Development Plans Strategic – Tactical / Operational Risks

Operational Risk Management Group

Children's Services Risk Register	Adult Care Services Risk Register	Environment & Development Risk Register	Chief Executive's Risk Register

HIGH RISKS   **HIGH RISKS**   **HIGH RISKS**

Common Risk Register

Operational Risk Assessment Action Plan Registers (Op RAAPs) – *Assessment of risks against day-to-day activity - service provision, programmes, projects etc..*

Operational Activity Service/Team/ Project Delivery Plans

Operational Activity Service/Team/ Project Delivery Plans

Operational Activity Service/Team/ Project Delivery Plans

Risks Internal & External Environment

External Drivers

Financial	Strategic	Operational	Hazards
Interest Rates	Competition	Regulations	Contracts
Credit	Customer Change	Culture	Natural events
	Industry change		Suppliers
	Customer Demand		Environment
	Political Change		

Internal Drivers

Financial	Strategic	Operational	Hazards
Liquidity	Research	Accounting	Employees
Cash Flow	Development	Information	Public Access
		Systems	Properties
			Products/Services

CHILDREN SERVICES

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
CS1/A	Establishment of a Children's Trust	4 Medium	4 Low	Removed	Removed	Shadow Trust established from Oct 07. Move towards formal Trust arrangements from Apr 08.

Joint posts across LA/PCT established to develop commissioning

Sub Groups in place to lead on performance/change for children |
| CS1/B | Development, implementation and embedding of common processes across the Children's Trust | N/A | 4 Medium | 8 High | 8 High | Contact point is well advanced

Capacity issues remain a risk in developing and embedding common processes |

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
CS2	Poor levels of funding	6 Medium	6 Medium	6 Medium	6 Medium	Ongoing funding pressures have prevented measures from reducing the risk.

Potentially demand driven service could outstrip available funding levels which are being closely monitored

Lack of capacity highlighted in JAR report which is on ongoing issue |
| CS3 | Organisational Change | 6 Medium | 6 Medium | 6 Medium | 6 Medium | Consultation paper in respect of developing integrated services produced Sept 08 setting out proposed milestones.

Final proposals on a model of integrated working currently being negotiated with partners. |
| CS5 | Human Resource & Workforce Development | 8 High | 8 High | 8 High | 8 High | Measures are unable to reduce the risk owing to the scope of work that requires to be undertaken |

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
CS5/A*	Single Status / Equal Pay	16 High	16 High	16 High	16 High	A Corporate risk and one that remains high despite control measures owing to the 100% likelihood and the potential negative impact on staff morale and business continuity
CS6	Performance Management	2 Low	2 Low	2 Low	2 Low	Departmental re-structuring, and subsequent appointments has strengthened the departments role in performance management
CS7	Business Continuity	4 Low	4 Low	4 Low	4 Low	Recognised as a risk as business continuity plans are at the early stages of development across services
CS8	Failure to put in place effective commissioning arrangements	2 Low	2 Low	2 Low	2 Low	Joint appointments with PCT will enable progress to be made on developing an integrated commissioning strategy and setting up of a joint strategic planning and commissioning group within the Children's Trust

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
CS10	Participation and Consultation	6 Medium	6 Medium	6 Medium	6 Medium	Strategy in place and sub-group established. Young People's sub-group of the Children's Trust in place Increased levels of consultation and participation across service areas identified as an action point from JAR action plan.
CS12	Child Protection	2 Low	2 Low	2 Low	2 Low	A potentially increasing risk with further pressures being placed upon services through anticipated savings, in particular front line services. The Council has recognised the risk and addressed it by making additional resources available in 2009/10.
CS12/A	Prevention and Reduction of looked after children	N/A	2 Low	2 Low	2 Low	Identified as a potential risk and being closely monitored

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
CS13	Assessment & Inspection	16 High	16 High	16 High	16 High	Remains high throughout 08/09 owing to the potential impact of assessment outcomes.
CS14	Future of learning reviews	12 High	12 High	12 High	12 High	Primary strategy for change approve by Executive Jun 08. Secondary strategy approved Oct 08. Despite control measures remains a high risk because of the potential impact of reviews.
CS15	Development of Children's Centres	2 Low	Removed	Removed	Removed	Removed in the first quarter. Centres completed summer 08.
CS16	Management Capacity	N/A	12 High	12 High	4 Medium	AD (Learning) now in post. JAR Action plan developed and implementation ongoing
CS17	Capital Programme	6 Medium	6 Medium	6 Medium	6 Medium	Consultation undertaken re: future strategic partnering arrangements. Primary strategic steering group established to monitor development and implementation of primary capital programme

ADULT CARE SERVICES

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09/08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
ACS1	Market failure and/or lack of market capacity	4 Low	4 Low	4 Low	8 High	A review in light of current market conditions has raised this risk to a high risk category. Steps are being taken to further reduce the impact this risk may have: • Review of Supplier BC arrangements • Widening circulation of future tenders • Developing select lists of care providers and ensuring tender evaluations consider provider funding issues/BC plans
ACS2	CSCI Inspections recommendations & judicial reviews/ombudsman reports	4 Low	4 Low	4 Low	Risk Removed	No adverse reports received. Risk now removed from register.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
ACS3	Lack of effective partnership working across agencies	4 Low	4 Low	4 Low	9 High (risk re-defined for 2009/10)	The greater risk assigned here is to highlight the critical importance of effective multi-agency working to achieve the modernisation agenda both in the short & long term. Moreover, it no longer only applies to partnership working with health services. (it is **not** intended to be a reflection on the status of existing relationships)
ACS4	Ability of ACS to meet existing demand and future demographic pressures from existing budget	16 High	16 High	16 High	16 High	Measures are in place /being taken but there remains a high expectancy of occurrence having significant financial and resource implications. Recognised as a risk by the Council a further £2 million is allocated to help absorb the increasing demand for services.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
ACS5	Staff recruitment, retention and qualification falls below necessary levels	6 Medium	9 High	9 High	9 High	Measures are being taken to minimise the disruption to services as a result of this risk. These measures include reviewing recruitment policies, succession planning, retention strategies, workforce development, training and assessing / raising qualification standards.
ACS7	Pay & Grading and Single Status Pay	9 High	9 High	9 High	Risk Removed	Risks associated with this initiative are being dealt with corporately. Any issues arising will be dealt with separately during 2009/10.
ACS8	Adult Care Services Accommodation Strategy not developed in line with service requirements	6 Medium	6 Medium	6 Medium	Risk re-assessed for 2009/10	Risk re-assessed being divided into two areas for 2009/10: • High levels of residential care vacancies – Medium Risk • Target number of housing units not delivered – High Risk

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
ACS9	Protection of vulnerable adults, including injury to a service user in direct care or death whilst waiting for a service	6 Medium	6 Medium	6 Medium	Risk Removed	While this will always be an ongoing issue measures being taken such as CSCI assessment and adult safeguarding has improved considerably.
ACS10	Implication of White Paper "Our Health, Our Care, Our Say	3 Low	3 Low	3 Low	Risk re-assessed for 2009/10	In response to more detailed guidance and the ACS commissioning strategies this risk has now be sub-divided into a number of smaller risks for 2009/10.
ACS14	Managerial capacity	4 Low	Risk Removed	Risk Removed	Risk Removed	Measures to recruit to SMT and implementation of planned organisational changes have removed this risk.
ACS15	Availability of external capital funding	6 Medium	6 Medium	6 Medium	Risk re-assessed for 2009/10	Risk re-assessed being divided into two areas for 2009/10: • High levels of residential care vacancies – Medium Risk • Target number of housing units not delivered – High Risk

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
ACS17	Non-compliance with the Mental Capacity Act	4 Low	4 Low	4 Low	Risk Removed	Advocacy services have been established and are working well.
ACS18	Non-compliance with Health & Safety Regulations	4 Low	4 Low	4 Low	Risk Removed	Widespread reviews have been completed and necessary improvements have been made.
ACS19	Implementation of Phase 2 AGRESSO & TRENT MIS	2 Low	2 Low	2 Low	Risk Removed	Improved efficiency of transactional services and greater user involvement and control.

ENVIRONMENT & DEVELOPMENT SERVICES

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
EDS002	Control Rooms becoming out of date and inefficient	16 High	16 High	16 High	16 High	Service is subject to a best value review which will help determine areas for improvement and overall service provision
EDS007	Procurements systems Phase 2 AGRESSO not implemented on time or to required standards	8 High	6 Medium	4 Low	4 Low	Improved efficiency of transactional services and greater user involvement and control.
EDS009	Payroll systems (TRENT) not implemented on time or to required standards	6 Medium	6 Medium	6 Medium	Risk Removed	System implemented with minimum disruption to service delivery
EDS010	EDRM system (ANITE) not implemented on time or to expected standards	4 Low	4 Low	Risk Removed	Risk Removed	EDRM implementation plan in place.
EDS011	CCM systems not implemented on time or to expected standards	6 Medium	6 Medium	N/A	N/A	**Risk re-assessed and included as part of EDS 023**
EDS012	Failure to keep pace with deteriorating stock capital resource and investments	3 Low	3 Low	3 Low	3 Low	Though measures are in place to maintain capital resources an assessment of risk remains at a low level on the departmental risk register.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
EDS013	Failure to recruit and retain suitably qualified and experienced staff in posts	2 Low	2 Low	2 Low	Risk Removed	Measures are in place to maximise recruitment success and maintain staffing levels.
EDS015	Leisure Management Deficit	4 Low	4 Low	4 Low	4 Low	Overspends are being contained and have achieved target for 08/09. Stronger measures now in place that will further reduce overspends in 2009/10.
EDS016	Failure to secure adequate car parking spaces	6 Medium	6 Medium	6 Medium	Risk Removed	Number of strategies in place to minimise the impact of town centre re-development scheme upon car parking.
EDS017	Failure to organise move across of services and personnel effectively to Townside Field as a result of timing of move and accommodation not being ready	4 Low	4 Low	Risk Removed	Risk Removed	Risk related to property risks associated with delivery which no longer is a risk. A new risk has been added to the register to cover physical move from Lester House, Textile Hall and Craig House to Townside see EDS032.
EDS018	Inability to achieve performance targets – waste management	4 Low	4 Low	Risk Removed	Risk Removed	Performance targets achieved.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
EDS020	Pimhole re-development fails to deliver outcomes	6 Medium	6 Medium	9 High	9 High	Risk has increased owing to the current economic climate and its impact upon outcomes.
EDS021	Re-location of Travellers Site	16 High	16 High	16 High	16 High	Measures being taken but risk remains high owing to the impact of decisions upon site residents/local communities and businesses
EDS022	Pay and Grading Review and related pay issues	9 High	9 High	9 High	9 High	Measures being taken but risk remains high owing to the potential impact upon finances, staff morale and service provision
EDS023	Departmental systems TASK SBS not implemented on time or to expected standards	4 Low	4 Low	4 Low	4 Low	System developments managed and controlled. Remains a low risk.
EDS024	Failure to balance budget and/or there are insufficient resources to meet departmental and corporate objectives and new legislative requirements	3 Low	6 Medium	6 Medium	6 Medium	Measures in place to ensure improved financial control and management over budget. Risk though remains as a result of current economic climate and increasing demand from services.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
EDS025	Trent HR/Payroll system (Phase 2) not implemented on time or to required standards	3 Low	3 Low	3 Low	3 Low	Measures in place to manage project but kept on register as a low risk to enable close monitoring
EDS027	Townside Fields Joint Venture Company	3 Low	3 Low	3 Low	3 Low	Measures in place to manage JVC but remains on register to enable close monitoring
EDS028	Transfer of DLO to Six Town Housing	4 Low	4 Low	Risk Removed	Risk Removed	Successful transfer – risk removed.
EDS029	Transportation Innovation Fund – Congestion Charging	8 High	8 High	12 High	12 High	Significant loss of capital funding for investment in public transport. Measure in place to minimise the impact of the bid failing.
EDS030	The council's radio system is old and failure is occurring	16 High	16 High	16 High	16 High	Measures in place to deal with current position but remains a high risk as insufficient finances available to update system
EDS031	Unable to transfer/store records and processes from IMPACT to AGRESSO by Apr 09	N/A	6 Medium	4 Low	2 Low	System now live. Remains a low risk to enable close monitoring.
EDS032	Failure to effectively organise the move of services and personnel to Townside	N/A	N/A	N/A	4 Low	Measures in place to ensure smooth transition.

CHIEF EXECUTIVE'S

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09/08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
CE001	Opportunity to develop back office systems and realise efficiencies / control enhancements; EDRM, CRM, AGRESSO (PH1 & PH2)	8 High	8 High	8 High	8 High	AGRESSO Phase 1, EDRM and CRM now operational. Phase 2 AGRESSO has run as a pilot within Chief Executives, and will be rolled out Authority wide in May 2009. Scoring remains high owing to significant performance and efficiency potential of these projects.
CE004	Inability to achieve local land charges as a result of and influenced by the current economic climate and downturn in the property market	9 High	12 High	12 High	12 High	Measures have been put in place to mitigate the impact of this risk, e.g. revised pricing structure, and budget transfer. The risk has however increased during the year, and remains "high" due to the continuing deterioration of the property market.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09//08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
CE005	Implement Pay & Grading Review in line with NJC Pay Agreement 04/07	16 High	16 High	16 High	16 High	This risk initially read "To complete Pay & Grading Review". The Council has now set its pay-line, and consultation with Trades Unions is complete. The emphasis has now switched to "implementing" the new pay structure – which is to take place with effect from 1st September 2009.
CE007	Continue to develop and implement preparations and improvement programme for Comprehensive Area Assessment	6 Medium	6 Medium	6 Medium	6 Medium	Council has achieved 4 star "Excellent" Status under the CPA inspection regime. The focus now is to maintain these standards, and to address the requirements of the CAA.
CE008	Failure to reduce Sickness and Absenteeism levels within the department	9 High	9 High	9 High	9 High	Enhanced monitoring and reporting procedures have been put in place, and there has been no significant increase in sickness levels. The risk remains high until sickness levels begin to reduce.

RISK REF.	RISK EVENT	RISK STATUS AS AT 30/06/08	RISK STATUS AS AT 30/09/08	RISK STATUS AS AT 31/12/08	RISK STATUS AS AT 31/3/09	PROGRESS & KEY ACHIEVEMENTS
CE010	Opportunity to establish clear appropriate and effective governance arrangements for all partnerships	3 Low	3 Low	3 Low	3 Low	A Code of Practice / Partnership Toolkit has been developed and there is an agreed common framework for managing risk -"PRAM". Future activities include developing PIMs to hold risk information for key indicators.
CE014	Opportunity to develop alternative service delivery models in respect of transactional HR, Finance, Procurement & Asset Management to enhance capacity, performance and secure efficiencies/cost and value for money	8 High	8 High	8 High	8 High	Good progress is being made in these areas, however the scoring remains high because of the significant potential for enhanced performance / improved efficiency.
CE015	Development of Local Area Partnerships to improve the quality of life and achieve better outcomes for all people in our communities – Risk through lack of consultation with the public	3 Low	Risk Removed	Risk Removed	Risk Removed	Local Area Partnerships are now in place and well established.

2008/09 CORPORATE RISKS ALIGNED WITH COUNCIL PRIORITIES & TEAM BURY AMBITIONS

BETTER OPPORTUNITIES FOR CHILDREN & YOUNG PEOPLE	
CENTRE OF EXCELLENCE FOR EDUCATION AND TRAINING IN THE NORTH WEST	
Risk Event	Measures being taken
Children's Services are unable to meet existing and/or future demands within existing risk parameters	Service Reviews (phase 2) (to achieve efficiencies/create capacity)
	Project Board established
	Medium Term Financial Strategy
	Develop policy led approach to revenue budget
	Further develop MTFS linked to delivering key priorities
	Additional funding made available to key areas?

PUTTING CUSTOMERS FIRST	
AREA WITH FIRST CLASS SERVICES	
Risk Event	Measures being taken
To effectively implement Pay & Grading Review in line with NJC Pay Agreement 04/07	Actions required are detailed and monitored on a project plan
	Twice weekly meetings to review progress against action plan
	Joint working / sharing of best practice with AGMA authorities
	Joint funding legal advice and procurement of services with AGMA
	Internal steering group established
	Job Analyst to manage information
	Re-modelling of existing job analyst post

	Jointly fund work with finance to analyse job evaluation results
	Re-modelling of existing job analyst post
	Additional 3 posts established
	Regular updates on progress to project plan
	Resources identified to co-ord pay modelling

PUTTING CUSTOMERS FIRST	
AREA WITH FIRST CLASS SERVICES	
Risk Event	Measures being taken
Arrangements for workforce development do not support the provision of a 'Fit for Purpose' workforce	Review of Corporate Plan Annually which will include Workforce Planning
	Departments to submit Service Plans which will include Workforce Planning
	Support provided in completion of WFDP's linked in with Corporate / Departmental Service Plans
Failure to comply effectively revise working practices to realise the full potential of new ICT systems now in place	Appropriate development and steering groups developed
	Established risk logs developed
	Review of progress against action plans
	Project structures and reporting mechanisms in place
	Detailed PIDs and Project Plans developed and updated
	Involvemnet of key stakeholders
	Independent consultancy utilised to aid understanding of implementation options and challenge perceptions
	Prototype systems built to prove concept
	Solutions piloted prior to rollouts
	Workshops undertaken with key stakeholders

Absenteeism levels are unacceptably high (as measured by BVPI targets)	Managing attendance policy
	Return to work interviews
	Review meetings
	Trigger reports from TRENT to service managers
	Absence case management group operating
	Referrals to Occupational Health
	Stress Study Projects
	Piloting number of initiatives with departments

PUTTING CUSTOMERS FIRST	
AREA WITH FIRST CLASS SERVICES	
Risk Event	Measures being taken
Continue to develop and implement preparations and improvement programme for Comprehensive Area Assessment	Communications and awareness raising plan for partners and staff
	Action plan in place to manage area assessment work through to publication in November
	Clear lead responsibility identified across Team Bury
Budget is unsustainable and inadequate to support the achievement of the Council's Priorities and Team Bury's Ambitions	Increase base budget through sustainable options (e.g. on-going savings, Council Tax levels)
	Campaign for improved allocation of national resources
	Budget monitoring processes to be strengthened by adopting risk based approach
Risk of deteriorating economic climate impacting upon the Council's financial wellbeing, and also leading to increased levels of support / service demands from the public	Arrangements in place to pay local suppliers (Bury Postcodes) within 10 days – this has enefited nearly 600 suppliers

	A commitment in the budget for 2009/10 - £200k set aside to address the economic downturn
	Provision made to take on 2 apprentices
	Continued policy of Council Tax discounts for over 65s
Disaster Management policies practices and manuals are ineffective	Policy & Strategy developed for CCA 2004
	Major Incident Plan / Strategy in place
	Corporate Business Continuity Plan in place
	Critical Services identified and prioritised
	Service level BC Plans being developed
	ICT Disaster Recovery Plan in place
	Dependency mapping database being developed
	Accommodation mapping of priority services

PUTTING CUSTOMERS FIRST	
AREA WITH FIRST CLASS SERVICES	
Risk Event	**Measures being taken**
Demands for Social Care out-strip the available resources and capacity	Budget reporting focus on identifying demand led pressures and in-year savings plan
	Regular monitoring of service savings – star chamber approach to be re-introduced
	Introduce detailed financial business cases in respect of all contract re-tendering
	Ensure that Service reviews completed on schedule, & target savings are achieved
	Develop Benchmarking & unit cost comparisons
	Introduction of in year savings plan. Possible further stringent measures to be put in place
	Recruitment & development of 'Task Team'
	Development of Individual Budgets, & Re-ablement

concepts
Refresher training for finance staff

STRENGTHENED COMMUNITIES	
EACH TOWNSHIP THRIVING	
Risk Event	**Measures being taken**
Relocation of Travellers Site	Included in Capital Programme 2006/07 based upon estimate of £1m
	New site location to be agreed
	Seeking external financial grant
	Seeking land for new site
	Seek advice re: legal issues and professional witness

STRENGTHENED COMMUNITIES	
EACH TOWNSHIP THRIVING	
Risk Event	**Measures being taken**
Failure to comply effectively with established partnership governance arrangements within the Council and Team Bury	Code of Practice / Toolkit in place
	Stakeholder reviews undertaken
	All partners signed up to the delivery of the Community Strategy
	Regular meetings held across Team Bury Partnerships
	PIMS monitoring LAA Ojectives/Targets and progress on key indicators
	Common framework for managing risk in partnership established – PRAM
Risk of deteriorating economic climate impacting	Arrangements in place to pay local suppliers (Bury

upon the Council's financial wellbeing, and also leading to increased levels of support / service demands from the public	Postcodes) within 10 days - this has benefitted nearly 600 suppliers
	A commitment in the budget for 2009/10 - £200k set aside to address the economic downturn
	Provision made to take on 2 apprentices
	Continued policy of Council Tax discounts for over 65s

CHOICE OF QUALITY HOUSING	
THE PLACE TO LIVE IN GREATER MANCHESTER	
Risk Event	Measures being taken
Back-log against the Maintenance Programme	Baseline 2007/10 Planned Maintenance Programme identifies existing level of planned maintenance spend
	2005/08 Risk Survey programme – condition surveys and specialist gas, electrical, asbestos and legionella surveys
	Backlog maintenance established as a coroporate priority at Forward Planning Events
	£600,000 of capital resources allocated in 2008/11 Capital Prog to address backlog maintenance priority
	Planned relocation from Craig House & Lester House to Townside offices in first quarter 2010 will resolve £1.2m dilapidations liability.

CHOICE OF QUALITY HOUSING	
THE PLACE TO LIVE IN GREATER MANCHESTER	
Risk Event	Measures being taken
Back-log against the Maintenance Programme Cont'd	Major capital programmes for Housing £32.63m decent homes & Children's Services £81.3m - backlog and modernisation) over 2007/10.
	Monitoring by Premises Group and Asset Management Strategy Group

Re-assess priorities and review overall level of backlog maintenance in 2008/11 AMP	
Building Manager responsibilities identified for each facility.	
Assess feasibility of accommodating risk survey data within K2 upgrade system	

CLEANER, SAFER, GREENER	
AREA WHERE PEOPLE FEEL SAFE AND SECURE	
Risk Event	**Measures being taken**
Disaster Management policies practices and manuals are ineffective	Development of Civil Contingency Strategy as required by the CCA 03
	Establishment of Corporate BC Management Plans. Gold, Silver and Bronze levels.
	Review and update of Major Incident Plan

IMPROVING TOWN CENTRES AND NEIGHBOURHOODS	
EACH TOWNSHIP THRIVING	
Risk Event	**Measures being taken**
Backlog maintenance	Baseline 2007/10 Planned Maintenance Programme identifies existing level of planned maintenance spend
	2005/08 Risk Survey programme – condition surveys and specialist gas, electrical, asbestos and legionella surveys
	Backlog maintenance established as a coroporate priority at Forward Planning Events
IMPROVING TOWN CENTRES AND NEIGHBOURHOODS	
EACH TOWNSHIP THRIVING	
Risk Event	**Measures being taken**
Backlog maintenance	£600,000 of capital resources allocated in 2008/11 Capital Prog to address backlog maintenance priority
	Planned relocation from Craig House & Lester House to

Townside offices in first quarter 2010 will resolve £1.2m dilapidations liability.	
Major capital programmes for Housing £32.63m decent homes & Children's Services £81.3m - backlog and modernisation) over 2007/10.	
Monitoring by Premises Group and Asset Management Strategy Group	
Re-assess priorities and review overall level of backlog maintenance in 2008/11 AMP	
Building Manager responsibilities identified for each facility.	

PROMOTING HEALTHIER LIVING	
HEALTHIEST BOROUGH IN THE NORTH WEST	
Risk Event	**Measures being taken**
Demands for Social Care out-strip the available resources and capacity	Budget reporting focus on identifying demand led pressures and in-year savings plan
	Regular monitoring of service savings - star chamber approach to be re-introduced
	Introduce detailed financial business cases in respect of all contract re-tendering
	Ensure that Service reviews completed on schedule, & target savings are achieved
	Develop Benchmarking & unit cost comparisons
	Introduction of in year savings plan. Possible further stringent measures to be put in place
	Recruitment & development of 'Task Team'
	Development of Individual Budgets, & Re-ablement concepts
	Refresher training for finance staff