# REPORT FOR DECISION

**Bury COUNCIL**

| | |
|---|---|
| **MEETINGS:** | **Audit Committee: 22nd June 2010** <br> **Council: 15th September 2010** |
| **DATE:** | **As above** |
| **SUBJECT:** | **Risk Management Annual Report 2009/10** |
| **REPORT FROM:** | **Steve Kenyon, Head of Strategic Finance** |
| **CONTACT OFFICER:** | **David Hipkiss, Risk Manager** |

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| **TYPE OF DECISION:** | **COUNCIL - KEY DECISION** |
| **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 & RECOMMENDED OPTION** | Members are requested to re-affirm their support for the Council's approach to Risk Management, and note progress made throughout 2009/10 and actions planned for 2010/11. |

**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 HR resource, IT or land and property implications arising from this report.

**Wards Affected:**     All

**Scrutiny Interest:**     Resource & Performance Scrutiny Commission

**TRACKING/PROCESS     DIRECTOR:**

| Chief Executive/ Management Board | Cabinet Member/Chair | Ward Members | Partners |
|---|---|---|---|
| 14th June 2010 | | | |
| Scrutiny Committee | Committee | Council | |
| | Audit 22nd June 2010 | 15th September 2010 | |

## 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 and 2008/09, 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 2009/10 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 In their 2009 Use of Resources Judgement, the Council's external auditors concluded that:

> *"The Council has robust governance arrangements in place which extend to its partnership working. The Council's system of internal control is sound. In addition, effective risk management arrangements and a strategy to manage the risk of fraud and corruption are in place".*

1.4 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 the Council, ensuring early intervention and management of uncertainty in delivering key strategic priorities. The role of risk management in the Council's Financial and Forward Planning Cycle is at **Appendix A**.

2.2 Early intervention and assessment of risks ensures that departments are able to fully prepare their existing and emerging priorities, and manage their objectives effectively against financial, reputation and performance risks, whilst 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 all 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 – Institute of Risk Management.*

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 all levels' throughout the Council to record information and help manage Corporate, Departmental, and Operational risks.

2.5     RAAP's are an effective tool to identify, evaluate and manage areas of uncertainty and exploit opportunities at corporate, departmental and operational levels and to ensure achievement of the Council's aims and objectives.

2.6     The Council's risk management framework is outline in summary below;

- 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)

2.7     Also in place is an effective communication and risk reporting network, with regular reports to:

- Full Council (annual report)
- The Executive
- Star Chambers
- Audit Committee
- Management Board
- Corporate Risk Management Group (Members)
- Operational Risk Management Group (Officers)
- Business Continuity Management representatives
- All departments and Service Heads

2.8     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 2009/10

3.1     The tables at **Appendix C** summarise what progress has been made against departmental risks during 2009/10.  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 managing the risk successfully or re-categorised during quarterly reviews. Key issues are summarised below;

3.2 Childrens Services

2009/10 high risks focused upon;

- Developing processes across Children's Trust
- Human resource / work force development
- Responding to the requirements of assessment & inspection regimes
- Primary / Secondary strategies
- Organisational change programmes

Despite some success during 2009/10, 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 11 high risk events based around service improvements, change, funding pressures, integrating services, resourcing challenges and reviews.

3.3 Adult Care Services

2009/10 high risks focused upon;

- Escalating costs from increasing demand upon services
- High cost packages
- The impact of the current economic climate

Despite some success during 2009/10, the department is still highlighting a number concerns reflected by the final quarter assessment results. The final quarter review period shows Adult Care Services as continuing to have a number of high risk events based around these same areas and medium risk events that focus on staffing issues, partnership involvement and meeting specific performance targets.

3.4 Environment & Development Services

2009/10 high risks focused upon;

- Effectiveness of control rooms
- Outcomes from Pimhole re-development
- Location of Traveller's site
- Robustness of radio control system
- Resourcing statutory requirements across housing stock

The final quarter review changed the number of high and medium level risks significantly, the review has removed them off the departmental risk register and onto respective service level risk registers where they are to be managed as operational risk events. Following the final quarter review, the department now have 1 low and 1 medium risk event based around budget and capital management.

3.5 Chief Executives

2009/10 high risks focused upon;

- The economic recession and its impact upon the property market
- Management and control of absenteeism
- Implementing the pay structure

Despite some key successes during 2009/10, 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 two medium risks based around the new inspection regime and opportunities that new technologies can provide and one low risk identified within the "Service Improvement Reviews".

## 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 Member input is sought throughout the year via the Corporate Risk Management Group, and quarterly reports to the Audit Committee.

4.3 The table overleaf tracks the status of corporate risks throughout 2009/10.

4.4 The table at **Appendix D** aligns the Council's most significant risks as at 31st March 10 against the Councils' Priorities and Team Bury Ambitions.

## Corporate Risks 2009/10

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/3/10 |
|---|---|---|---|---|---|
| 001 | Budget is unsustainable and inadequate to support the achievements of the Council's Priorities and Ambitions | 6 Medium | 6 Medium | 6 Medium | 9 High |
| 002 | Continue to develop and implement preparations and improvement programme for Comprehensive Area Assessment | 6 Medium | 6 Medium | 6 Medium | 4 Low |
| 003 | Absenteeism levels are unacceptably high (as measured by BVPI targets) | 6 Medium | 6 Medium | 6 Medium | 6 Medium |
| 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 |
| 005 | Failure to comply effectively with established partnership governance arrangements within the Council and Team Bury | 3 Low | 3 Low | 3 Low | Risk Removed |
| 006 | Children' Services are unable to meet existing and/or future demands within existing parameters | 3 Low | 3 Low | 3 Low | 6 Medium |
| 007 | Arrangements for workforce development do not support the provision of a "fit-for-purpose" workforce | 6 Medium | 6 Medium | 6 Medium | 6 Medium |
| 008 | Demands for Adult Social Care out-strip the available resources and capacity | 9 High | 9 High | 9 High | 6 Medium |
| 009 | Disaster Management policies practices and manuals are ineffective | 4 Low | 4 Low | 4 Low | 4 Low |
| 010 | Back-log against Maintenance Programme | 6 Medium | 6 Medium | 6 Medium | 6 Medium |
| 011 | Relocation of Travellers Site | 6 Medium | 6 Medium | 6 Medium | Risk Removed |
| 012 | To effectively implement the Pay Structure in line with NJC pay agreement 04/07 | 16 High | 16 High | 16 High | 6 Medium |
| 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. | 4 Low | 4 Low | 4 Low | 6 Medium |

5.0 **CHALLENGES FOR 2010/11**

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 The following areas will be our main priority for 2010/11:

- 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, the Asset Management Strategy, and the Transformation 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

5.3 On a practical level, the single biggest risk facing the Council going forward will be the likely Public Sector spending reductions, and the impact on services. Preparatory work is already underway to address this risk through Management Board, and the Overview Management Committee. This will also be a key theme of the Council's Strategic Planning event in July.

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.
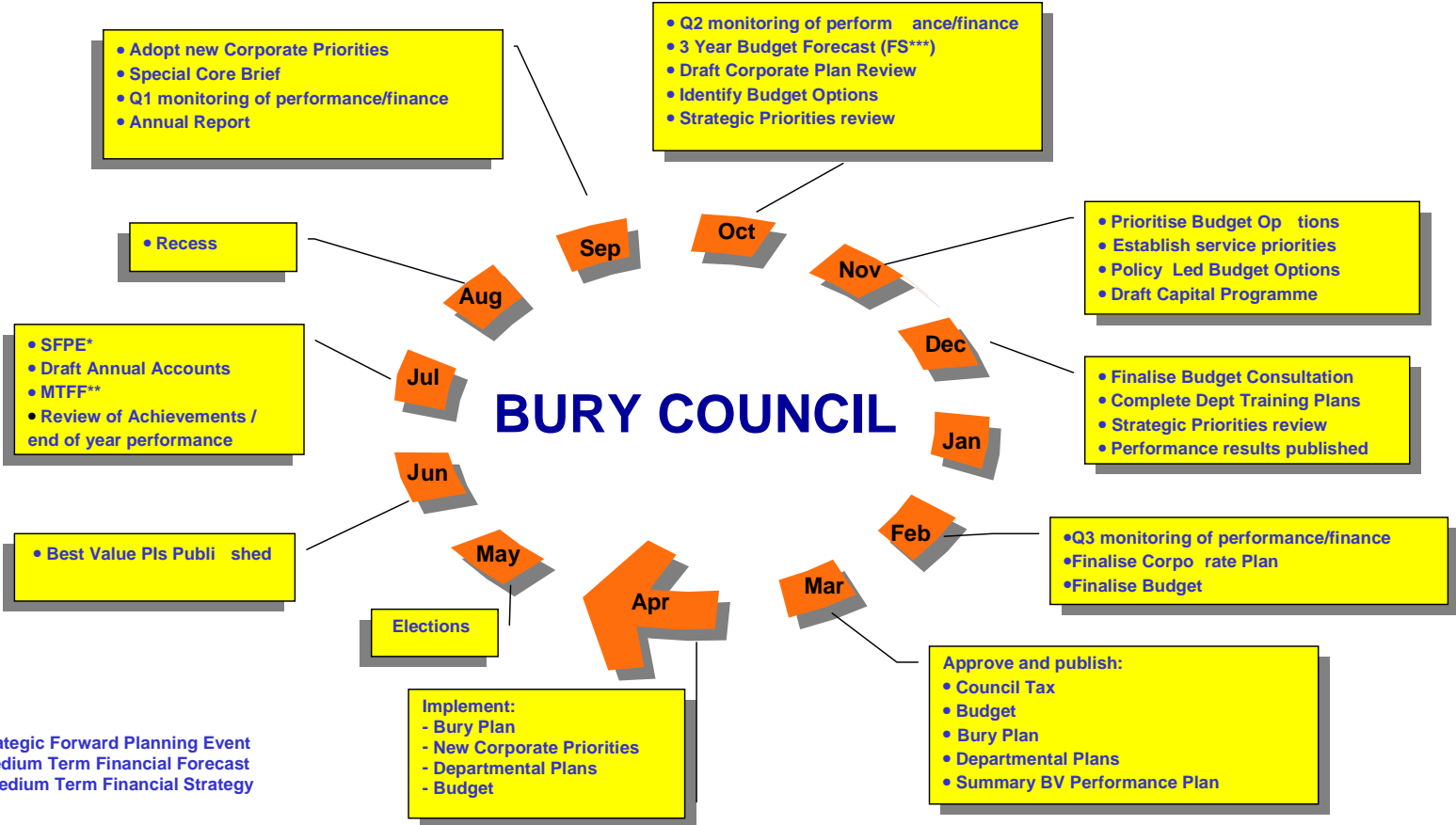
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**Background documents:**

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

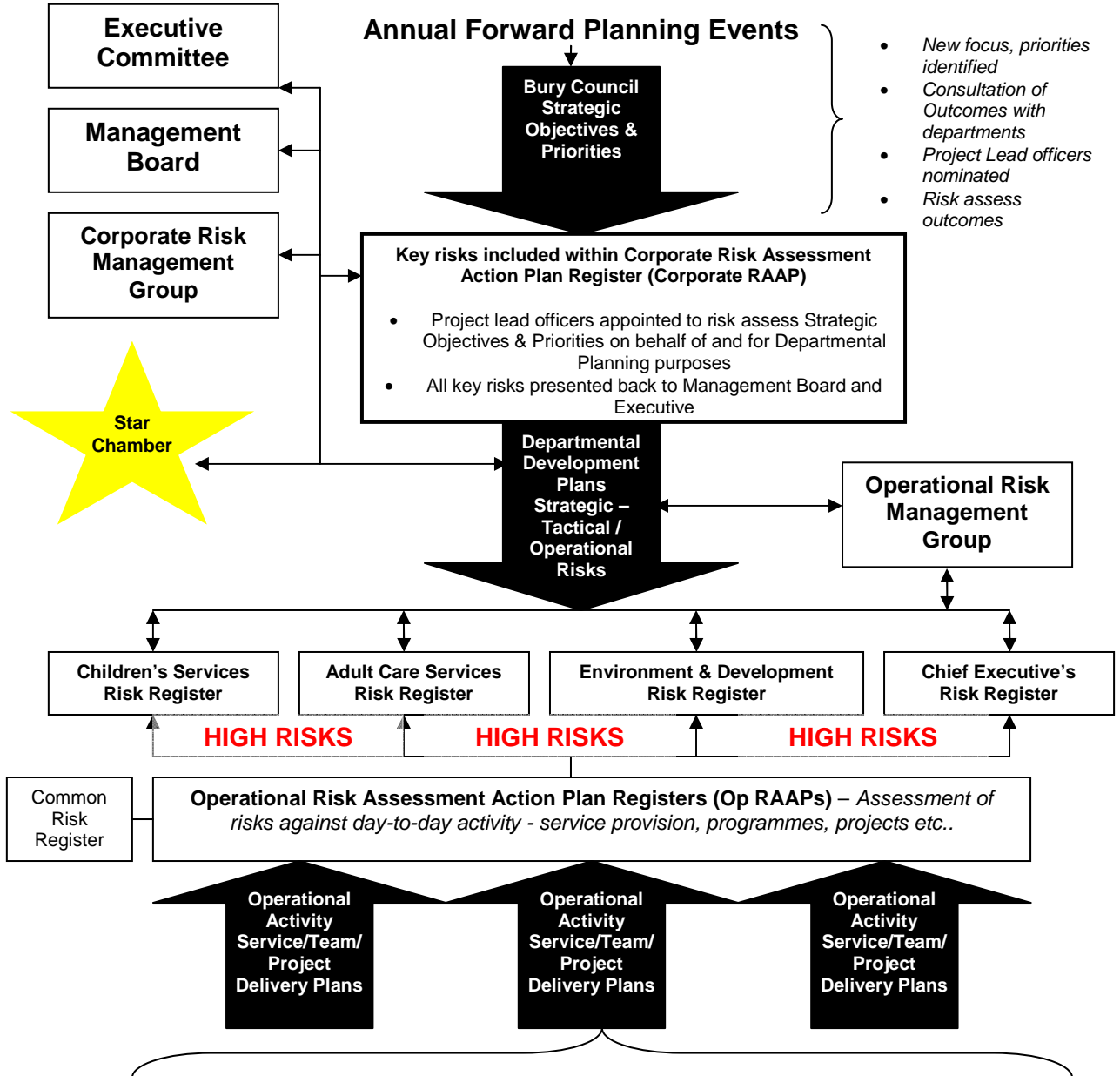**For further information on the contents of this report, please contact:**

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**FINANCIAL AND CORPORATE PLANNING CYCLE**

**BURY COUNCIL**

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

**Sep**

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

**Oct**

**Aug**

- Recess

**Nov**

- Prioritise Budget Op    tions
- Establish service priorities
- Policy  Led Budget Options
- Draft Capital Programme

**Jul**

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

**Dec**

- Finalise Budget Consultation
- Complete Dept Training Plans
- Strategic Priorities review
- Performance results published

**Jan**

**Jun**

- Best Value PIs Publi    shed

**Feb**

- Q3 monitoring of performance/finance
- Finalise Corpo  rate Plan
- Finalise Budget

**May**

Elections

**Apr**

**Mar**

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

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

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

**Executive Committee**

**Management Board**

**Corporate Risk Management Group**

**Annual Forward Planning Events**

**Bury Council 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 30/06/09 | RISK STATUS AS AT 30/09/10 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| CS1/B | Development, implementation and embedding of common processes across the Children's Trust | 8 High | 9 High | 9 High | 9 High | Robust Children's Trust performance management system in place. CAF target for year on track to be exceeded by 15%. Capacity issues remain a risk in developing and embedding common processes. |
| CS2 | Poor levels of funding | 6 Medium | 9 High | 9 High | 9 High | Demand driven services have potential to outstrip available funding levels and these are being closely monitored. Financial forecast from Corporate Centre suggests the further budget savings will be required, placing additional pressures on front-line services. |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/3/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| CS3 | Organisational Change | 6 Medium | Risk Removed | | | |
| CS5 | Human Resource & Workforce Development | 8 High | 9 High | 9 High | 9 High | Workforce strategy completed and manager in post. Control measures are being implemented but given scope of the work required there has not yet been an impact on the risk status. |
| CS5/A | Single Status / Equal Pay | 16 High | 9 High | 9 High | 9 High | Roll out of Single Status within School staff and the ongoing legacy of it's implementation within the Department continue to present a high risk status. |
| CS6 | Performance Management | 2 Low | Risk Removed | | | |
| CS7 | Business Continuity | 4 Low | Risk Removed | | | |
| CS8 | Failure to put in place effective commissioning arrangements | 2 Low | Risk Removed | | | |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/3/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| CS10 | Participation and Consultation | 6 Medium | Risk Removed | | | |
| CS12 | Child Protection | 2 Low | 12 High | 12 High | 12 High | Impact of the Baby P case continues to be reflected in an increase in workload and referrals. Impact of this risk event will always be 4. |
| CS12/A | Prevention and Reduction of looked after children | 2 Low | 9 High | 9 High | 9 High | Impact of the Baby P case continues to be reflected in an increase in workload and referrals. |
| CS13 | Assessment & Inspection | 16 High | 12 High | 12 High | 12 High | Children's Trust arrangements in place and joint commissioning being developed. |
| CS14 | Future of learning reviews | 12 High | Risk Removed | | | Retention and recruitment problems continue. Ageing population of senior management highlight risk for future. |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| CS16 | Management Capacity | 4 Medium | 12 High | 12 High | 12 High | Retention and recruitment problems continue. Ageing population of senior management presents problems in the future. |
| CS17 | Capital Programme | 6 Medium | 9 High | 9 High | 9 High | Consultation undertaken re: future strategic partnering arrangements. Primary strategic steering group established to monitor development and implementation of primary capital programme. |
| CS18 | Transfer of Post 16 duties | | 12 High | 12 High | 12 High | New Statutory Duties for CS following re-organisations of the Learning Skills Council. In-house expertise lost in the 80s when these duties were transferred out of LA's. Former LSC staff being transferred into CS. |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| CS19 | Future of learning reviews | | 9 High | 9 High | 9 High | Working with Corporate Centre on details on transfer and risks involved, for example impact on the income obtained from schools for traded services. |

**ADULT CARE SERVICES**

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| ACS1 | Market failure and/or lack of market capacity | 8 High | 8 High | 8 High | 4 Low | Remains on the risk register because of the changing nature of care services, esp. re: Self Directed Support. Measures are continually being developed to reduce/minimise the impact this risk may have in the future. |
| ACS02 | Resistance to new ways of working | 8 High | 8 High | 8 High | 4 Low | Considered a low risk but remains on the risk register as further measures are being taken to minimise any future issues. These include on-going reviews of front-line services, increased monitoring of complaints, regular training and close supervision. |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| ACS03 | Lack of effective partnership working across agencies | 9 High | 9 High | 9 High | 6 Medium | The risk has been lowered owing to the work undertaken to date such as building in flexibilities with the PCT, developing integrated management structures and jointly funded posts.  This area of development is of critically importance to achieve the future modernisation agenda – with the PVI sector as well as health services. (it is **not** intended to be a 'score' on the status of existing relationships) |
| ACS04 | Delays in updating local needs assessment | 8 High | 8 High | 8 High | 3 Low | The JSNA is now in progress, with all key partners signed up – no longer a 'risk' to be monitored. |
| ACS05 | Process is incapable of delivering self directed support | 12 High | 12 High | 12 High | 6 Medium | Risk reduced, as progress on SDS is broadly in line with expectations. 2010/11 is a critical year in terms of achieving DH expansion targets. |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| ACS06 | Target number of assessment and reviews are not met | 6 Medium | 6 Medium | 6 Medium | 3 Low | Risk is considered low as a result of planned measures to address performance targets |
| ACS07 | High Number of Residential Care Vacancies | 6 Medium | 6 Medium | 6 Medium | 3 Low | Successful closure of Whittaker House, but DH now placing greater emphasis on OP residential care (reduced) numbers. |
| ACS08 | Target number of housing units not delivered | 12 High | 12 High | 12 High | 9 High | Measures being undertaken to ensure sufficient and suitable accommodation is provided which includes the modernisation projects for EPH's and LD day centres and hostels. Also ensuring needs are highlighted in future capital programme resource bids. |
| ACS09 | Ability of ACS to meet existing demand and future demographic pressures from existing budget | 16 High | 16 High | 16 High | 16 High | 2009/10 outturn is much improved, but demographic pressures will increase, esp. re: an aging population. Further measures are planned but it is expected that the risk will remain as almost certain to happen. |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| ACS10 | Performance Levels are not maintained | 8 High | 8 High | 8 High | 6 Medium | Mechanisms are now in place & generally embedded. Actual performance has also improved. Modernisation team is being recruited. |
| ACS11 | Lack of information and advice available to the public | 9 High | 9 High | 9 High | 3 Low | A communications team & strategy are in place which following a risk assessment has reduced the 'likelihood'. However, DH & Govt. are placing greater emphasis on improving information, access points & signposting. ACS customer contact centre proposals will largely address this, but are not yet in place. |
| ACS12 | High cost packages coming through from CS | 16 High | 16 High | 16 High | 12 High | Significant work is taking place around transitions planning to help minimise the impact, but even so high cost packages are largely unavoidable. |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| ACS13 | Failure to reach employment targets due to economic situation | 12 High | 12 High | 12 High | 9 High | No significant change as a result of the current economic climate. Measures planned to help improve performance such as developing greater links with the Chamber of Commerce and other key employers, holding conferences and seminars aimed at local businesses to promote the benefits of recruiting people with disabilities etc.. |
| ACS14 | Staff recruitment and retention | 9 High | 9 High | 9 High | 6 Medium | Risk has lowered as a result of the successful re-launch of Adult Care Training Partnership with external care providers, also with future planned measures now in place. |

**ENVIRONMENT & DEVELOPMENT SERVICES**

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| EDS002 | Control Rooms becoming out of date and inefficient | 16 High | 16 High | 16 High | Risk Removed | Risk is no longer considered a strategic risk following the service review. The risk has been transferred to the Environmental Services Divisional Risk Register. |
| EDS007 | Procurements systems Phase 2 AGRESSO not implemented on time or to required standards | 4 Low | 4 Low | 2 Low | Risk Removed | Potential benefits highlighted; pilot projects identified for rollout, including impact on business processes, staffing. Further work in hand to fully implement for capital expenditure processes. |
| 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. |
| EDS015 | Leisure Management Deficit | 4 Low | 4 Low | 4 Low | Risk Removed | The deficit action pan has been successful in reducing the overspend which is now below £50k. There has been facility |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| | | | | | | investment and the service has achieved Quest quality accreditation for all main sites. Budgets are reviewed monthly and the plan is ongoing. |
| EDS020 | Pimhole re-development fails to deliver outcomes | 9 High | 9 High | 9 High | Risk Removed | No longer considered a strategic risk as funding for this project is in place. Risk has been transferred to the Environmental Services (Operational) Risk Register. |
| EDS021 | Re-location of Travellers Site | 16 High | 16 High | 16 High | Risk Removed | The main issue relates to the consultation process being undertaken across the region. Once the outcome is know then the impact locally will be better understood and the risk assessed accordingly. The risk has been transferred to the Planning Services Risk Register. |
| EDS022 | Pay and Grading Review and related pay issues | 9 High | Risk Removed | | | |
| EDS023 | Departmental systems TASK SBS not | 4 | 4 | 4 | Risk | System developments managed and controlled |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| | implemented on time or to expected standards | **Low** | **Low** | **Low** | **Removed** | as part of business processes. |
| EDS024 | Failure to balance budget and/or there are insufficient resources to meet departmental and corporate objectives and new legislative requirements | **9 High** | **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. |
| EDS025 | Trent HR/Payroll system (Phase 2) not implemented on time or to required standards | **3 Low** | **Risk Removed** | | | |
| EDS027 | Townside Fields Joint Venture Company | **3 Low** | **3 Low** | **3 Low** | **Risk Removed** | Completion of buildings 1 (PCT) and 2 (Knowsley Place) Feb 2010 together with adjacent multi-storey car park. Construction of office premises for STH and Hotel commenced Feb 2010.  Risk now transferred to the Property & Technical Services Operational Risk Register. |
| EDS029 | Transportation Innovation fund – Congestion Charging | **Risk Removed** | | | | |
| EDS030 | The council's radio system is | **16** | **16** | **16** | **Risk** | No longer considered a |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| | old and failure is occurring | **High** | **High** | **High** | **Removed** | strategic risk. Transferred to the Environmental Services Divisional Risk Register. |
| EDS031 | Unable to transfer/store records and processes from IMPACT to AGRESSO by Apr 09 | **Risk Removed** | | | | |
| EDS032 | Failure to effectively organise the move of services and personnel to Townside | **4 Low** | **4 Low** | **4 Low** | **Risk Removed** | All staff moved to amended timescales and all ICT systems/networks up and running. |
| EDS033 | Insufficient capital resources to meet statutory requirements to deliver major adaptations cross tenure | **12 High** | **12 High** | **12 High** | **Risk Removed** | No longer considered a strategic risk. Transferred to Environmental Services Operational Risk Register but should be shared with ACS now that Strategic Housing has transferred to that department. |

**CHIEF EXECUTIVE'S**

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | 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** | **6 Medium** | AGRESSO Phase 2 is now operational authority wide. Approval has been given to implement AGRESSO upgrades. Work in underway to upgrade TRENT TO a web based version I-TRENT. P2P is now operational authority wide. EDRM and CRM now operational. With these developments the risk has now reduced but remains as a medium risk given the 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 | **12 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. |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| CE005 | Implement Pay & Grading Structure following 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. Implementation of the new pay line is complete for central services NJC employees. The 'Part 3' terms and conditions review has also taken place and is due for implementation on 1.4.10. Schools pay and grading and 'part 3' review is underway with an implementation scheduled for as soon as possible after 1.9.10. A further Part 3 review has taken place for JNC employees (CO/DCE/CE) and is due for implementation on 1.4.10. |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| CE007 | Continue to develop and implement preparations and improvement programme for Comprehensive Area Assessment | 6 Medium | 6 Medium | 6 Medium | 6 Medium | Results for 2009 were published in December 2009 and were largely positive. Preparations for move to quarterly updating now underway. |
| 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, but departmental absence levels have increased in the 3rd. The risk remains high until sickness levels begin to reduce. |
| CE010 | Opportunity to establish clear appropriate and effective governance arrangements for all partnerships | 3 Low | Risk Removed | | | |

| RISK REF. | RISK EVENT | RISK STATUS AS AT 30/06/09 | RISK STATUS AS AT 30/09/09 | RISK STATUS AS AT 31/12/09 | RISK STATUS AS AT 31/03/10 | PROGRESS & KEY ACHIEVEMENTS |
|---|---|---|---|---|---|---|
| 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 | 6 Medium | Good progress is being made in these areas, especially around the alliance between Bury and Bolton having agreed memo of understanding, governing structures and a work plan being produced. Also a review is being undertaken to look at unification of services. The risk has reduced as a result of progress but remains a medium risk owing to the significant potential for enhanced performance / improved efficiency. |
| CE015 | Undertake Service Improvement Reviews that provide for continual improvements in providing efficient quality services | | 4 Low | 4 Low | 4 Low | All reviews have been completed to schedule and managed through the scrutiny and executive process to date. |

**2009/10 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) being undertaken to achieve efficiencies/create capacity |
| | Project Board established |
| | Develop policy led approach to revenue budget |
| | Further develop Medium Term Financial Strategies 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 | "Part 3" terms and conditions review being undertaken |
| | Schools pay and grading and "Part 3" review is scheduled to take place Sept 10 |
| Arrangements for workforce development do not support the provision of a 'Fit for Purpose' workforce | Annual review of the Corporate Plan will include Workforce Planning |
| | Departments to submit Service Plans which will include Workforce Planning |
| | Support provided in completion of Workforce Development Plans linked in with Corporate / Departmental Service Plans |

| PUTTING CUSTOMERS FIRST Cont'd | |
|---|---|
| **AREA WITH FIRST CLASS SERVICES** | |
| **Risk Event** | **Measures being taken** |
| Opportunity to develop back office systems and realise efficiencies/control enhancements: EDRM, CRM, AGRESSO Phase 1 & 2 | Mandatory use of AGRESSO from Dec 09 |
| | AGRESSO upgrades approved and being implemented |
| | Upgrading of TRENT to a web based version I-TRENT |
| 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 |
| Continue to develop and implement preparations and improvement programme for Comprehensive Area Assessment | Quarterly monitoring of PI results (implemented and published on the web) |
| | Manage relationships across Team Bury to ensure partnership ownership of assessment |
| | Management relationship with CAA lead to enable constructive challenge |
| | Further development of PIMS (Phase 3) to ensure system is easier to use and enable traffic lighting of projects in addition to PIs. Definition of required changes now complete and scheduled with ICT. |

Cont'd

| | Audit Commission's areas of focus outlined at Team Bury lead Officers Group and circulated to all thematic partnership leads. This will ensure that the thematic partnerships are aware of their responsibilities in terms of the 2010 assessment |
|---|---|
| | Series of meetings to be scheduled. Links developed with other areas with same CAAL. |
| Budget is unsustainable and inadequate to support the achievement of the Council's Priorities and Team Bury 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 |

| PUTTING CUSTOMERS FIRST | |
|---|---|
| AREA WITH FIRST CLASS SERVICES | |
| **Risk Event** | **Measures being taken** |
| 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 benefited 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 |

Cont'd

| | |
|---|---|
| | ICT Disaster Recovery Plan in place |
| | Dependency mapping database in place |
| | Accommodation mapping of priority services |
| 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 |

| STRENGTHENED COMMUNITIES | |
|---|---|
| EACH TOWNSHIP THRIVING | |
| **Risk Event** | **Measures being taken** |
| Demands for Social Care out-strip the available resources and capacity | 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 |
| 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 |

Cont'd

| | PIMS monitoring LAA Ojectives/Targets and progress on key indicators |
| | Common framework for managing risk in partnership established – PRAM |

| STRENGTHENED COMMUNITIES | |
|---|---|
| EACH TOWNSHIP THRIVING | |
| Risk Event | Measures being taken |
| 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 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 |
| 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. |
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| | 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 |