REPORT FOR DECISION

Agenda Item	

MEETINGS:	**Strategic Leadership Team** **Audit Committee** **Cabinet** **Council**
DATE:	**11th June 2012 – Strategic Leadership Team** **26th June 2012 – Audit Committee** **11th July 2012 – Cabinet** **12th September 2012 - Council**
SUBJECT:	**Risk Management Annual Report 2011/12**
REPORT FROM:	**Steve Kenyon, Assistant Director of Resources (Finance & Efficiency)**
CONTACT OFFICER:	**David Hipkiss, Risk Manager**

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 2011/12 and actions planned for 2012/13.

IMPLICATIONS:

Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? **Yes**
Financial Implications and Risk	See Executive Director for Resources

Considerations:	comment below
Statement by Executive Director of Resources:	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 Service Plans.
Equality/Diversity implications:	No
Considered by Monitoring Officer:	Yes (Governance Panel)
Are there any legal implications?	No
Staffing/ICT/Property:	There are no direct HR, IT or property implications arising from this report.
Wards Affected:	All
Scrutiny Interest:	Internal Scrutiny

TRACKING/PROCESS **DIRECTOR:**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
11th June 2012			
Scrutiny Committee	Committee	Cabinet	Council
	Audit 26th June 2012	11th July 2012	12th September 2012

1.0 BACKGROUND

1.1 The Executive approved the Council's Risk Management Policy and Strategy in March 2006 which is reviewed annually.

1.2 In 2011/12 risk management looked at strengthening the council's business continuity management across all service areas by ensuring a standard approach is undertaken and managed through a central database. 2011/12 also saw further work being undertaken to further raise awareness of the importance of risk and business continuity management in light of the economic recession and public service cuts and their impact upon service provision.

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 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 for existing and emerging priorities, and manage their objectives effectively against financial, reputational and performance risks, whilst meeting the Council's Priorities.

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.

> ***"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) are used across departments to record identified risks and opportunities, and actions being taken. 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 outlined 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 Executive Director of Resources, Assistant Director for Legal & Democratic Services, Assistant Director of Resources & 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 practice guide)
- 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)
- Star Chambers
- Audit Committee
- Strategic Leadership Team
- 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 2011/12

3.1 The tables at **Appendix C** summarise what progress has been made against departmental risks during 2011/12. The risk reference numbers do not run numerically one after the other as each risk event is allocated its own unique reference and risks may have been removed from the register as a result of successful management or re-categorised during quarterly reviews. Key issues are summarised below;

3.2 Childrens Services

2011/12 managed high risks focused upon;

- Funding issues
- Children & Young People in Care
- Safeguarding mechanisms
- Assessment & inspection regimes

Despite some success during 2011/12, the department is still highlighting a number concerns reflected by the final quarters result.

3.3 Adult Care Services

2011/12 managed high risks focused upon;

- Growing demands from increasing population
- High cost packages coming through from Children Services
- Demands exceeding available resources
- Self Directed Support costs
- Implementation of new ICT systems
- Increase in judicial reviews
- Sickness absence levels
- Staff recruitment and retention
- Market failure/capacity and ability to facilitate new types of social enterprise
- Changes to NHS
- Ineffective partnership working
- Alternative service provision offered
- Target number of housing units not delivered

Despite some success during 2011/12, the department is still highlighting a number concerns reflected by the final quarters result.

3.4 Environment & Development Services

2011/12 managed high risks focused upon;

- Town Centre Regeneration & other development opportunities
- Ongoing budget pressures
- Impact of the economic recession on income streams
- Capital resources

The focus for the department following the final quarter review is on the current economic climate and its impact upon income streams resulting in departmental and corporate objectives becoming more challenging to achieve.

3.5 Chief Executives

This final quarter review highlights 2 medium risks for the Chief Executive's Department centred around the development of an effective framework to deliver the "Plan for Change" in response to the wide range of challenges and opportunities facing Local Government and maximising opportunities using technologies.

4.0 CORPORATE RISKS

4.1 The Corporate RAAP records the council's most significant risks which are reviewed continually by the Strategic Leadership Team – 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 2011/12.

4.4 The table at **Appendix D** aligns the Council's most significant risks as at 31st March 12 against the Councils' Priorities and Team Bury Ambitions.

Corporate Risk Register – Period April 2011 – March 2012.

Ref	Risk Event	SLT Member	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status	Measures
1	The potential liability facing the Council in respect of Equal Pay significantly weakens the Council's financial position	Mike Owen/Steve Kenyon	2	2	9	9	9	4	Risk substantially addressed as settlements have now been reached and are being implemented
2	There is no robust financial strategy or change management strategy to address effectively the significant funding reductions that the Council faces over the next 3 years and beyond in order to ensure there is a sustainable and balanced budget	Steve Kenyon	3	2	16	12	9	6	MTFS in place. 2012/13 - 2014/15 Budget & Plan for Change approved. Monitoring arrangements in place - Programme Board, Star Chambers etc..
3	The budget fails to reflect the Council's priorities, evidence based by consultation with residents and other stakeholders	Mike Owen/Steve Kenyon	2	2	9	6	6	4	Budget now in place, based upon extensive consultation exercise
4	The budget strategy fails to address emerging issues, e.g. demographic and legislative changes	Mike Owen/Steve Kenyon	3	2	9	6	6	6	Monitoring of emerging budget pressures to continue on a monthly basis

Ref	Risk Event	SLT Member	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status	Measures
5	The budget strategy does not reflect, or respond to, national policy developments, e.g. Local Government Finance Review / potential changes to the Business Rates regime.	Mike Owen/Steve Kenyon	3	3	9	9	9	9	Impact of proposed changes to funding regime being assessed; lack of final guidance means risk remains high.
6	The Workforce Development Plan fails to reflect the future shape of the Council; ensuring appropriately qualified / experienced staff are in the "right place at the right time".	Guy Berry	2	2	6	6	6	4	WFDP now approved
7	The Council's asset base is not operated to its maximum effect to deliver efficiency savings and ensure priorities are fulfilled. Ineffective use of assets presents both a financial and a performance risk.	Mike Owen	2	3	8	8	8	6	Asset Management Plan now in place
8	The Council needs to be prepared for the impact of the Localism Bill; this presents both opportunities, e.g. power of competency, and risks e.g. referenda	Ruth Fairhurst	3	2	8	8	9	6	Localism Act now in place giving increased certainty

Ref	Risk Event	SLT Member	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status	Measures
9	The Council fails to comply with the continuing demands of the "Transparency Agenda" - publishing information around spend etc.	Mike Owen/Steve Kenyon	3	1	3	Risk Removed			Publicised financial data on the Council's Website & FOI Publication Scheme and service in place
10	The amount of money received from the NHS to manage public health is insufficient to meet the performance outcomes expected by Government	Pat Jones-Greenhalgh	3	2	6	6	6	6	Officer groups established jointly with PCT to oversee transition process
11	The Council fails to manage the expectations of residents and service users in light of funding reductions.	Ruth Fairhurst	3	2	9	9	9	6	Widespread consultation on Plan for Change & review of Township Forums

5.0 CHALLENGES FOR 2012/13

5.1 The challenge for the coming year will be to ensure risk and business continuity management form an integral part of the council's response to continued spending reductions, ensuring threats and opportunities to service provision is managed effectively and service resilience is maintained throughout.

5.2 The following areas will be our main priority for 2012/13:

- Ensuring risk and business continuity management forms an integral part of service planning, performance and the delivery of objectives.
- Building upon the work started by Management Board (now Strategic Leadership Team) where key corporate risks are considered in depth alongside the quarterly review process.
- Continuing to raise Member involvement in risk management and business continuity.
- Maintaining the BC Planning Database to ensure it maintains good quality information relating to service priorities and their continuity arrangements.
- 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.
- 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
- Strengthen service resilience against disruption through effective risk and business continuity management.
- Establishing a framework for Business Continuity Management across partnership activity
- Aligning the quarterly reporting of risk, performance and the Council's financial position.

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.

Background documents:

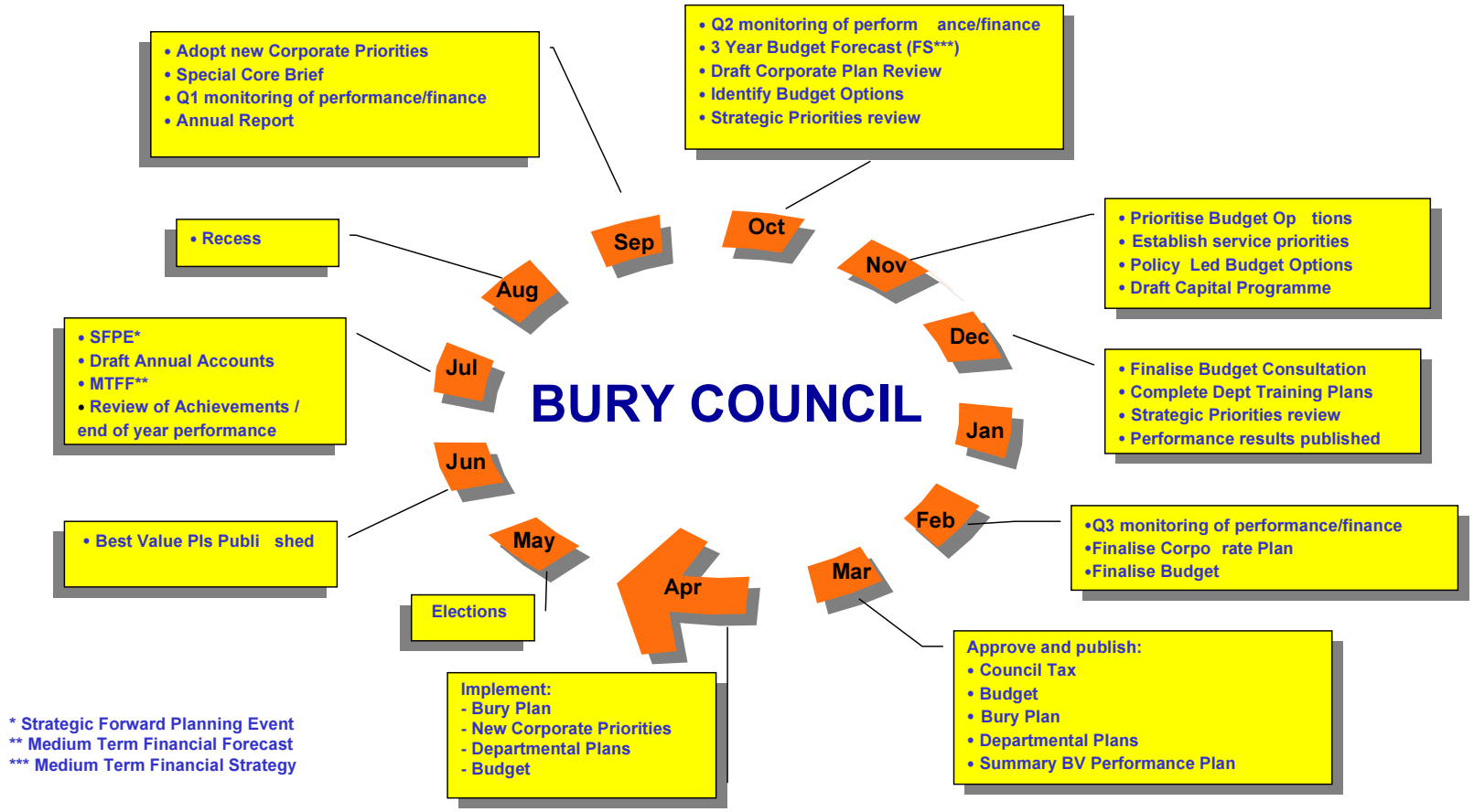
Risk Management Policy, toolkit & risk registers - maintained on Intranet.

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

David Hipkiss, Risk and Special Projects Manager
Tel: 0161 253 6677 e-mail: D.Hipkiss@bury.gov.uk

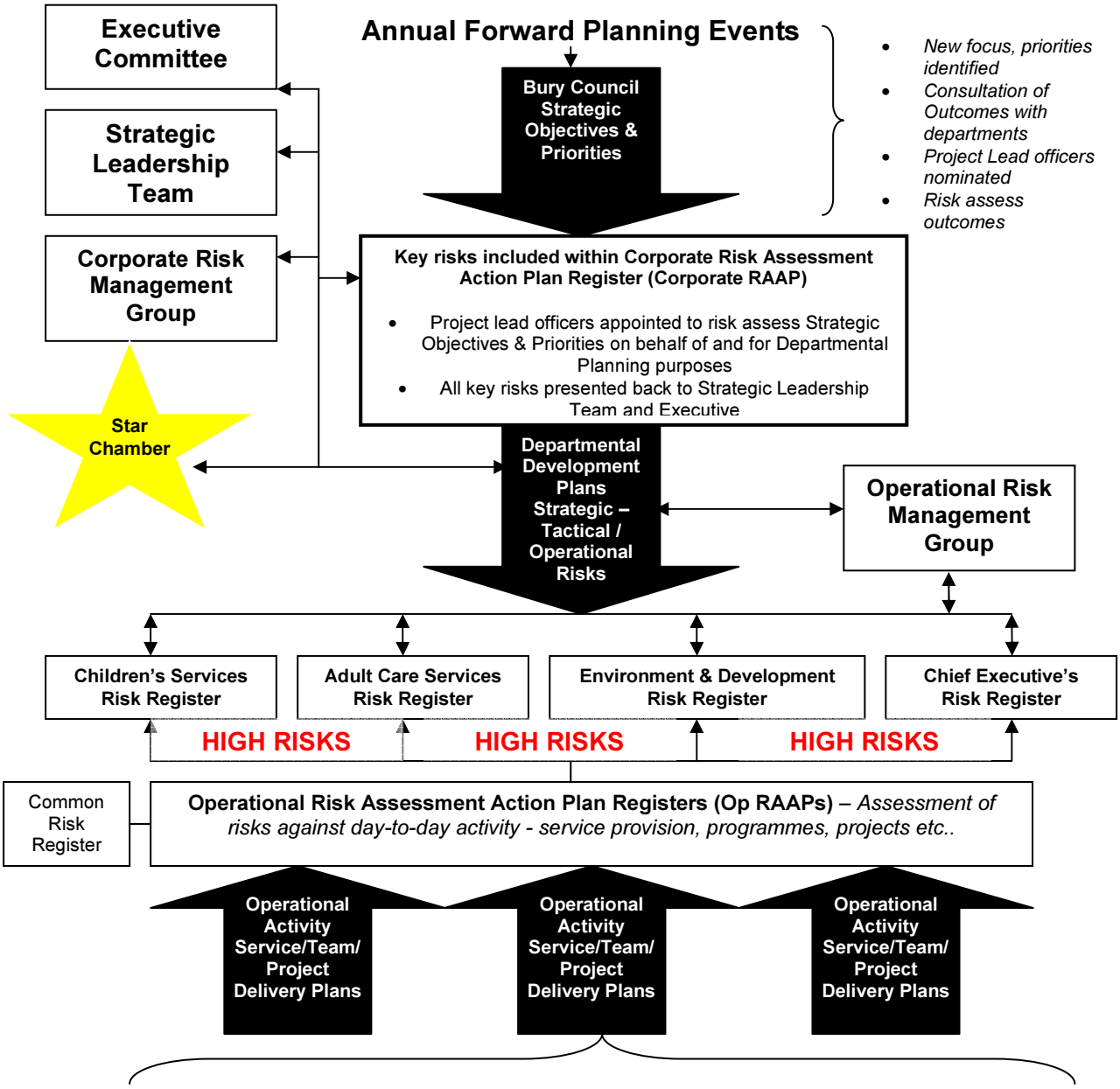
APPENDIX A

FINANCIAL AND CORPORATE PLANNING CYCLE



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

APPENDIX B



Risks Internal & External Environment

External Drivers

Financial	Strategic	Operational	Hazards
Interest Rates	Competition	Regulations	Contractual Events
Credit	Customer Change	Culture	Natural events
	Industry change		Supply Chains
	Customer Demand		Environmental
	Political Change		

Internal Drivers

Liquidity	Research	Accounting	Employees
Cash Flow	Development	Information	Public Access
		Systems	Properties
			Products/Services

APPENDIX C

CHILDREN SERVICES

PROFESSIONAL & MANAGERIAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
CS7	Failure / achievement of poor outcomes in formal assessments and inspections	**12**	**12**	**8**	**8**	The department received a 'Good' rating in the 2011 Ofsted Annual Assessment of Children's Services. The annual assessment has been discontinued and will no longer take place. Key measures in place include: strategic agreement of priorities; thorough preparation and planning for inspections; robust performance management; and maintaining high quality services and support for schools.
FINANCIAL AND INTERNAL CONTROL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
CS8	Budget constraints – imposed large scale reductions in capital and revenue funding following the coalition governments comprehensive spending review in 2010.	**12**	**12**	**12**	**9**	The Plan for change budget has been agreed so a 3 year budget plan is now in place. Departmental restructuring of the senior management team was implemented in September 2011, followed by service restructures implemented from April 2012. Develop resource allocation methodologies which targets scarce resources at Early Intervention and preventative services that significantly reduces the total cost of expensive provision.

PARTNERSHIP / CONTRACTUAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
CS10	Loss of partners at strategic and operational level			6	6	Children and Young People's Plan in place with shared priorities across Children's Trust. Development of CYPP action plan (including building capacity in 3rd sector to deliver services (fill gaps). Children's Services involvement in Health and Wellbeing board (ensuring children and young people have high profile). Ongoing engagement with schools through BAPH and BASH.
CUSTOMER / CITIZEN RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
CS12	Inadequate safeguarding mechanisms in place	12	12	8	8	Rigorous implementation of Child protection, and associated policies and procedure. Further develop the role of the LSCB. Ensure schools and designated teachers receive high quality safeguarding training. Safe recruitment practices are in place.
CS12A	Demand outstrips resources for Children & Young People in Care (CYPIC)	9	9	16	12	A number of alternative savings have been made during 2012 in order to partially mitigate the overspend. Keys measures being taken to reduce impact are the development of the Early Intervention Service, improving commissioning practices to secure best value for money and the recruitment of additional in house foster carers.

ADULT CARE SERVICES

POLITICAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
ACSP001	Safeguarding – Growing demand & changing regulatory framework. Number of safeguarding cases increasing putting additional pressure on existing services	6	6	6	6	New staffing structure in place (Assessment & Care Management Team). Training implemented to raise awareness
ACSP002	Plans for change may not be accepted, resistance to different methods of providing services			6	6	Monitoring success of pilot schemes and new methods of working. Liaising closely with elected members on progress.
SOCIAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
ACSS001	Growing demands from increasing population			12	12	Changes to service structures, health promotions (healthy eating, physical activities). Self-prevention and early intervention & re-ablement services

TECHNOLOGICAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
ACST001	New systems poorly implemented and not project managed			**8**	**12**	ACS Project Management Team in place – SMT monitoring progress.
LEGISLATIVE RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
ACSL001	Increase in judicial reviews			**8**	**8**	Quality analysis ongoing. Learning from other organisations. Legal input and consultation.
PROFESSIONAL & MANAGERIAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
ACSPM001	Target reductions in sickness absence not achieved	**6**	**9**	**9**	**9**	Self-care initiatives, training, pilot schemes, health awareness schemes (healthy eating, smoking cessation, flu jabs, fast track physio)
ACSPM002	Business Continuity handled poorly			**6**	**6**	Adults "Plan for Change" and governance arrangements for change projects in place, project management techniques applied, support/skills received from corporate services and partner agencies.
ACSPM003	Staff recruitment & retention	**9**	**9**	**Risk removed**		Risk removed quarter 3

FINANCIAL & INTERNAL CONTROL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
ACSFIC001	High cost packages coming through from CS	**16**	**16**	**12**	**12**	Joint working with Children's Management Team. Mapping of transitional pathways and cases.
ACSFIC002	Budget is insufficient to meet existing demand	**16**	**16**	**16**	**16**	3 year financial strategy implemented. Preventative services introduced to reduce financial impact. Maximise use of external/additional funding from NHS. Commit budgets on invest to save schemes. "Plan for Change" & 3 year budgets in place.
ACSFIC003	Potential for SDS to cost more than 'traditional' services	**8**	**8**	**6**	**6**	Work on unit costs for traditional services is almost complete. SDS evidence to date is inconclusive as to the effects on the services. Monitoring of situation to continue.
PARTNERSHIP/CONTRACTUAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
ACSPC001	Market failure, lack of market capacity &/or ability to facilitate new types of social enterprise		**8**	**8**	**8**	No current issues, close monitoring of the market will continue along with studies of new enterprises.
ACSPC002	Changes to NHS adversely affecting the council			**8**	**8**	Engagement with NHS, AGMA and other councils to raise the profile and voice of council services.
ACSPC003	Ineffective partnership working across departments & external agencies	**9**	**9**	**12**	**12**	LA involvement in developing CCG infrastructure (reps on Joint Commissioning Strategy & Health & Well-being Strategy)

COMPETITIVE / EFFICIENCIES RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
ACSCE001	Risk to in-house services (from service users purchasing alternative services)	**8**	**6**	**12**	**12**	Focus on marketing, appropriate training & development. Work continues on financial data unit costs.
CUSTOMER/CITIZEN RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
ACSCC001	Target number of assessment and reviews not met	**6**	**6**	**3**	**3**	Introduction of new IT Systems to help with overall management.
ACSCC002	Target number of housing units not delivered	**12**	**12**	**9**	**9**	Monitoring & reviews of DFG. Housing Strategies recognising need. Development of new schemes e.g. Redbank.
ACSCC003	Processes & systems fail to deliver required outcomes/impact		**4**	**Risk removed**		Risk removed quarter 3
ACSCC004	High number of residential care places	**4**	**4**	**Risk removed**		Risk removed quarter 3

ENVIRONMENT & DEVELOPMENT SERVICES

ECONOMIC RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
EDS031	Securing, managing and monitoring town centre, regeneration and other development opportunities or developments	**6**	**16**	**16**	**12**	• **Chamberhall Business Park.** Additional infrastructure to provide access to existing users and to serve the new fire station is now complete. Highways to be adopted following completion of the new Fire Station est. July 2012. Agents are being appointed to market the development opportunities. • **Longfield Centre Redevelopment.** The objective is to secure the regeneration objectives set out in the Love Prestwich Village Strategy to create a strong retail and community hub for Prestwich urban village. • **Radcliffe Town Centre Masterplan.** The objective is to provide a planning framework for promoting comprehensive town centre development that will be viable in the current economic conditions and also achieve the regeneration objectives set out in Re-inventing Radcliffe. • **Ramsbottom Town Centre Strategy.** The objective is to improve the economic

						performance of the town centre base on its function as a key visitor destination for the Borough. • Visitor Destination Strategy completed. **Bury Town Centre development opportunities.** The objective is to secure the overall development objectives of Bury But Better 2 to strengthen and diversify the role of the town centre.
ENVIRONMENTAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
EDS035	Non-compliance with CRC Energy Efficiency Scheme, S51, Climate Change Act 08, CRC Energy Efficiency Order 10	4	4	4	4	• Account representatives appointed • Internal audit undertaken • Carbon Management Plan in place • Carbon cost challenge awareness programme • Schools Carbon Reduction Officer appointed
EDS036	Changes to waste collections	6	6	4	4	• New in-cab technologies in place • Implementation of new structure and vehicles now in operation • Additional roll out of 25,000 food/garden waste brown bins.

PROFESSIONAL & MANAGERIAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
EDS028	Failure to anticipate and plan for the shifting workforce demands as a result of the reshaping of services	4	4	4	4	• Business priorities identified • Full consultation with Trade Unions and Employees in accordance with legislation • Voluntary Severance option to be made available to workforce • Plan for change strategy developed and initiated • Service review programme developed
FINANCIAL & INTERNAL CONTROL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
EDS024	Failure to balance the revenue budget and/or meet departmental and corporate objectives due to public expenditure restrictions, ongoing budget pressures, and the impact of the economic recession on income streams	9	9	6	6	• Service reviews undertaken to identify alternatives & efficiencies. • Departmental cross-cutting initiatives being examined. Focus for savings on non-statutory and discretionary spend. • Key budget pressure / overspend areas identified and monitored.
EDS027	Insufficient capital resources to allow new development, to maintain assets or to meet legislative requirements	9	9	6	6	• Ongoing monitoring of schemes and funding • Examining opportunities for a number of invest to save schemes to attract capital funding.

FINANCIAL & INTERNAL CONTROL RISK EVENTS						
EDS039	Failure to adequately review, plan and prioritise investment in, and management of, assets, including highways infrastructure, street lighting, buildings and land holdings	4	4	4	4	• Ongoing condition surveys undertaken. • Inventory of street lighting completed. • Report commissioned to consider funding to replace street lighting • Asset Management Plan approved by Executive in March 2012 will provide a framework for future proposals for property assets.
COMPETITIVE & EFFICIENCIES RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
EDS034	Failure to implement business, service and systems changes within required timescales	6	6	6	6	• Invest to Save funding available for specific projects • OD/HR developments to tackle staff issues • Financial/planning timetable in place • Plan for Change consultation underway

COMPETITIVE & EFFICIENCIES RISK EVENTS						
EDS037	Civic Halls deficit and business planning	6	6	6	6	• Business plans in place for Longfield and Radcliffe. • Websites in place for Longfield, Radcliffe and Elizabethan Suites. • Approved budget transfer within EDS to assist with reducing the level of budget deficit. • An independent review has been commissioned and is expected to be completed in June/July 2012.
EDS038	Trading services/services to school/loss of contracts and delegation of primary meals budget	4	4	4	4	• Annual SLAs for schools in place • New services to schools brochure delivered. • Approved budget transfer within EDS to assist with reducing deficit (Architectural Practice) and securing contracts (schools).

CHIEF EXECUTIVE'S

COMPETITIVE & EFFICIENCIES RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
CECE015	To establish an effective framework to deliver the "Plan for Change" in response to the wide range of challenges (including financial) and opportunities facing Local Government	6	6	6	6	"Plan for Change" now approved for 2012/13 – 2014/15. Comprehensive monitoring and reporting framework now in place.
CECE017	Responding effectively to the increasingly changing public service environment		6	6	**Risk Removed**	Risk merged with CECE015.
TECHNOLOGICAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
CET001	To maximise opportunities to develop back office systems and realise efficiencies / control enhancements; EDRM, CRM, AGRESSO, TRENT	6	6	6	6	AGRESSO upgrade successfully implemented; currently working on Budget Planner Module. TRENT project team established. Agile working project underway – supporting the Asset Management Plan.

PARTNERSHIP/CONTRACTUAL RISK EVENTS						
RISK REF.	**RISK EVENT**	**RISK STATUS AS AT 30/06/11**	**RISK STATUS AS AT 30/09/11**	**RISK STATUS AS AT 31/12/11**	**RISK STATUS AS AT 31/03/12**	**PROGRESS & KEY ACHIEVEMENTS**
CE014	Opportunity to develop alternative service delivery models in respect of transactional HR, Finance, Procurement and Asset Management to enhance capacity, performance and secure efficiencies/costs and value for money	**9**	**9**	**9**	**Risk Removed**	Risk now merged with CET001.

APPENDIX D

The Council's Corporate Risks if not managed effectively will impact upon key strategic objectives of Team Bury and the Council. The table below provides a summary of where corporate risk threats and opportunities are currently impacting:

Corporate Risks	Risk Score – March 2012	Council Priorities 2011							Team Bury Ambitions 2011								
		Cleaner, Safer, Greener	Choice of Quality Housing	Improved Culteral & Sporting Opportunities	Strengthened Communities	Fit for the Future	Improved Town Centres & Neighbourhoods	Promoting Healthier Living	The Place to Live in Greater Manchester	Area where People feel Safe & Secure	Healthiest Borough in the North West	Popular Visitor Destination	Premier Retail Town	Centre of Excellence for Education & Training	Each Township Thriving	Area with First Class Services	Quality Jobs for Bury People
The potential liability facing the Council in respect of Equal Pay significantly weakens the Council's financial position	4																
There is no robust financial strategy or change management strategy to address effectively the significant funding reductions that the Council faces over the next 3 years and beyond in order to ensure there is a sustainable and balanced budget	6														□	□	
The budget fails to reflect the Council's priorities, evidence based by consultation with residents and other stakeholders	4																
The budget strategy fails to address emerging issues, e.g. demographic and legislative changes	6																

The budget strategy does not reflect, or respond to, national policy developments, e.g. Local Government Finance Review / potential changes to the Business Rates regime.	9																	
The Workforce Development Plan fails to reflect the future shape of the Council; ensuring appropriately qualified / experienced staff - are in the "right place at the right time".	4																	
The Council's asset base is not operated to its maximum effect to deliver efficiency savings and ensure priorities are fulfilled. Ineffective use of assets presents both a financial and a performance risk.	6																	
The Council needs to be prepared for the impact of the Localism Bill; this presents both opportunities, e.g. power of competency, and risks e.g. referenda	6																	
The amount of money received from the NHS to manage public health is insufficient to meet the performance outcomes expected by Government	6																	
The Council fails to manage the expectations of residents and service users in light of funding reductions.	6																	