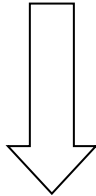
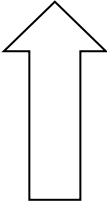


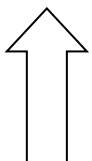
# BURY COUNCIL

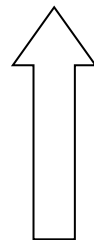
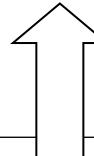
## Corporate Risk Register 2016/17 – as at 31<sup>st</sup> December 2016

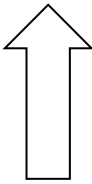
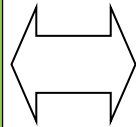
Risk	Risk Owner	Raw Risk Score				Target Risk Score	Mitigation Measures / Assurance Levels			Risk Conclusion	Residual Risk Score				Direction of Travel
		Likelihood	Impact	Proximity	Score		Level 1	Level 2	Level 3		Likelihood	Impact	Proximity	Score	
The Council doesn't agree a balanced budget	Cabinet / SLT	4	4	4	64	LOW	<p>The Council has a 4 year financial forecast covering 2016/17 to 2019/20 in line with the Government's 4 year funding offer.</p> <p>Budget options have been prepared covering a 3 year period, recognising the lead in times for the development of options.</p>	<p>Budget options are validated by the Councils Strategic Leadership Team, and through regular meetings with Portfolio Holders.</p> <p>Labour Group have held 5 sessions to consider budget options.</p> <p>Ultimately budget proposals will be considered by the Overview &amp; Scrutiny</p>	External Audit Opinion on VFM / Financial Standing	Manage	1	4	4	16	<p>Previously 32</p> <p>Downgraded to reflect work that has taken place over last quarter</p> 

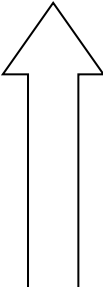
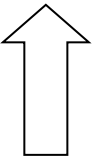
								Committee, and approved by Full Council.							
The Council cannot deliver cuts approved in the budget	Cabinet / SLT	4	4	3	48	LOW	<p>Once approved, cuts need to be delivered.</p> <p>Robust budget monitoring procedures are in place, given early warning of potential pressures.</p> <p>This is supplemented by detailed analytical review of spend patterns</p> <p>2016/17 in year monitoring highlights the challenges of delivering continuous budget cuts.</p> <p>Control measures in place to mitigate overspend pressures where possible.</p>	<p>Budget monitoring reports are considered every month by SLT, and reported quarterly to Cabinet.</p> <p>SLT and the Cabinet meet regularly to discuss progress with the in year budget.</p> <p>Monitoring reports are also considered quarterly at;</p> <ul style="list-style-type: none"><li>Star Chambers</li><li>Overview &amp; Scrutiny</li><li>Audit Cttee</li></ul>	External Audit Opinion on VFM / Financial Standing.	Manage	3	4	4	48	<p>Previously 24</p> <p>Increased to reflect challenge of delivering continuous budget cuts</p> 
Resilience and capacity	SLT	4	4	2	32	LOW	Budget options	Business	External Audit	Manage	3	4	4	48	

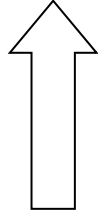
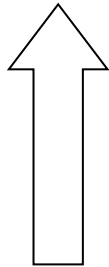
of services is jeopardised by ongoing funding reductions							consider operational impact, and are subject to separate risk assessments.  The Council undertakes workforce planning to ensure the right staff are in place, with the right skills at the time needed.	continuity plans exist for all services  The Council received minimal transition funding from the Government compared to other GM authorities.  The Council has access to transformation funding under GM Health & Social Care arrangements	Opinion on VFM / Financial Standing  External reviews, e.g. OFSTED / CQC						Previously <b>24</b>  Revised upwards to reflect minimal transition funding received in 2017/18 settlement  
Changes to the Business Rates Retention scheme (100%) impact adversely on the Council – e.g. appeals	Cllr Lewis / Steve Kenyon	4	4	3	48	LOW	The Council makes “in year” provision for the impact of appeals when estimating yield (NNDR1), and also makes provision within the annual revenue budget.  In addition, the Council holds a reserve to fund the backdating (ie	The Council maintains an active dialogue with the Valuation Office Agency to ensure that appeals are dealt with in a timely manner.  The Council participates in the GM Collection Fund	The Council’s External Auditors review the Council’s Collection Fund, and Appeals Provisions as part of the annual audit process.	Manage	3	4	3	36	Previously <b>24</b>  Risk increased to reflect 2017 revaluation  

						one-off) effect of appeals.  Risk of appeals is heightened under 100% retention (although protection for 2017/18 pilot); also likely to be increased incidence of appeals in light of 2017 revaluation  Impact of business failure also increases, however mitigated through work of Business Engagement Team	Accounting Group								
Ongoing Welfare Reforms place additional pressure on both residents and the Council	Cllr Walmsley / Steve Kenyon	4	3	4	48	LOW	Regular monitoring of the impact of reforms is undertaken.  Increased risk due to revised CTS scheme, and increased Council Tax (necessary to fund Adult Social Care)	The impact of reforms is reported through the Welfare Reform Board.	There is close liaison with Partner organisations, e.g. CAB, Six Town Housing to assess and mitigate the impact of reforms.	Manage	3	3	4	36	Previously 24  Risk increased to reflect economic uncertainty  

							Increasing reliance on 3 <sup>rd</sup> Sector								
							Concerns over security of employment and uncertain economic outlook								
Ongoing academisation of schools impacts upon income levels for traded services	Cllr Briggs / Mark Carriline	2	4	3	24	LOW	Traded services are currently undergoing a comprehensive review to assess the impact of academy conversions.  Requires more proactive management as risk of schools not buying-back increases	The Council has a good relationship with schools, and a high level of buy-back.  Where possible, and viable, services will continue to be traded to schools that undergo academy conversion.	The relationship with schools is managed proactively through the Schools Forum.	Manage	3	2	3	18	Previously 6  Increased to reflect buy- back risk  
Unknown implications of the Brexit referendum impact adversely upon the Council	Cabinet / SLT	3	3	3	27	MEDIU M	The most significant risk is the uncertainty of the implications of Brexit – notably economic conditions.  Potential impact on the pound, inflation, and impact upon Bury	The Council makes use of external brokers (Capita) who offer advice on economic conditions and the Council's Treasury Management.	Other professional networks are utilised, e.g. GM Treasurers Group	Accept	4	4	3	48	Previously 27  Risk increased to reflect level of uncertainty  

The Council is unable to manage customer / resident demands and expectations in the light of funding reductions	Cabinet / SLT	4	4	3	48	LOW	businesses  The Council has previously written to all residents advising them of the impact of funding reductions.  Further communication required e.g. Township Forums	Public meetings are held each year as part of the budget consultation process.	The role of elected members is critical as they provide an interface between residents and the Council	Manage	3	4	3	36	Previously 24  Risk revised to reflect scale of challenge  
The Council's growth strategy is impeded by external influences, e.g. economic conditions	Leader / Mike Owen	3	4	3	36	LOW	The Council has a clear Growth Strategy in place  GMSF will present opportunities for growth, however also create competition between Boroughs  Economic uncertainty may stifle growth.	This has been agreed at both Council and Partner level (Bury Wider Leadership Group).	The Council actively promotes development opportunities nationally, and engages with GM activity to promote the region.	Manage	2	3	3	18	No change  
Population growth and age profile lead to service demands exceeding Council capacity / resources.	Cabinet / SLT	4	4	3	48	LOW	The Council has adopted the Social Care Precept (2016/17) to channel additional	A number of initiatives are in place aimed at early intervention, and self care e.g. reablement,	Close working takes place with partners in the CCG and key providers to mitigate demand	Manage	4	4	4	64	Previously 27  Revised to reflect NHS pressures and lack of

							resources to pressures in Adult Social Care.  Continuing pressures in the NHS will impact upon the Council's services  Lack of <u>additional</u> funding in the 2017/18 settlement  Fragile market of care providers	wellbeing service	pressures.  Development of LCO / OCO working model						additional funding  
Ability to maintain core statutory functions e.g. safeguarding is impeded by funding reductions.	Cabinet / SLT	2	4	3	24	LOW	The budget setting process reflects the statutory nature of some services when allocating cuts targets	Directors prioritise spend to ensure statutory obligations are fulfilled – this is done through the Cash ceiling / virement scheme.	External Audit Opinion on VFM / Financial Standing  External reviews, e.g. OFSTED / CQC	Manage	2	4	3	24	Previously 12  Revised to reflect current spend pressures  
Health & Social Care integration does not reform services and deliver required efficiency savings	Cllr Holt / Pat Jones Greenhaigh	2	4	3	24	LOW	The Council and CCG work closely together and operate pooled budgets in some	The Council is working towards development of a single	Partnership working takes place at a higher "North East Sector" level	Manage	3	4	4	48	Previously 24  Revised to reflect

							<p>areas (Better Care Fund).</p> <p>The Council and CCG management teams meet jointly on a regular basis.</p> <p>Capacity to develop arrangements is a risk, however the Council will access transformation funding to mitigate this</p>	<p>commissioning organisation (OCO); this is expected to be in place by April 2017.</p> <p>Similarly, it is proposed to operate a Local Care Organisation (LCO) from April 2017.</p>	<p>with Oldham and Rochdale Councils, recognising the broader footprint of key providers (Pennine Care &amp; Acute).</p>						<p>current pressures in NHS &amp; Council, and challenges of joint working</p> 
GM approach to devolution does not reform services and deliver required efficiency savings	Leader / Mike Owen	2	4	3	24	LOW	<p>The Council is an equal partner in AGMA, and engages actively through regular GM meetings at officer level.</p> <p>Risk that reform takes place at the pace of the slowest partner</p> <p>Risk that Bury's low cost base rises to average GM levels</p>	<p>This is supplemented by a comprehensive schedule of meetings at member level.</p>	<p>The Leader and Chief Executive lead on the Crime and Justice workstream.</p>	Manage	3	4	4	48	<p>Previously 24</p> <p>Risk revised to reflect challenges of joint working</p> 



[illegible]

### Risk Scoring Matrix

Likelihood 1 (low) – 4 (high)

Impact 1 (low) – 4 (high)

Proximity 1 (low) – 4 (high)

Maximum Score       $4 \times 4 \times 4 = 64$

<b>Low Risk</b>	<b>0 - 20</b>
<b>Medium Risk</b>	<b>21 – 40</b>
<b>High Risk</b>	<b>41 - 64</b>

