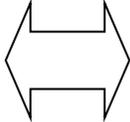
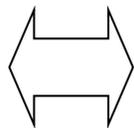
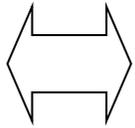


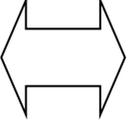
# BURY COUNCIL

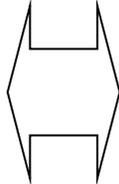
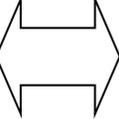
## Corporate Risk Register 2017/18 – As at 31st December 2017

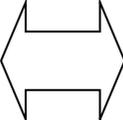
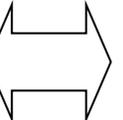
Risk	Risk Owner	Raw Risk Score				Target Risk Score	Mitigation Measures / Assurance Levels			Risk Conclusion	Residual Risk Score				Direction of Travel
		Likelihood	Impact	Proximity	Score		Level 1	Level 2	Level 3		Likelihood	Impact	Proximity	Score	
The Council doesn't agree a balanced budget	Cabinet / SLT	4	4	4	6 4	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 now been approved (Feb 17) covering a 3 year period, recognising the lead in times for the development of options.</p> <p>Budget forecasts will continue to be reviewed on a 12 month</p>	<p>Budget options validated by the Councils Strategic Leadership Team, and through regular meetings with Portfolio Holders.</p> <p>Budget proposals were considered by the Overview &amp; Scrutiny Committee prior to approval.</p>	<p>External Audit Opinion on VFM / Financial Standing</p>	Manage	1	4	4	16	<p>No Change to risk score</p> 

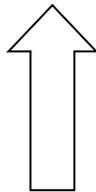
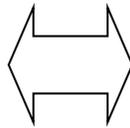
							rolling forecast; or as new information come to light.								
The Council cannot deliver cuts approved in the budget	Cabinet / SLT	4	4	4	6 4	LOW	<p>Robust budget monitoring procedures are in place, given early warning of potential pressures.</p> <p>Challenges of delivering continuous budget cuts with reduced organisational capacity.</p> <p>Control measures in place to mitigate overspend pressures where possible.</p> <p>Forecast is improving, however pressures still remain</p> <p>Current month 8 position showing a £2.6m forecast overspend.</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>• SLT / Cabinet</li> <li>• Overview &amp; Scrutiny</li> <li>• Audit Cttee</li> </ul> <p>Increasingly considering "Invest to Save" options.</p> <p>Additional resources available for Adult Social Care – via precept &amp;</p>	External Audit Opinion on VFM / Financial Standing.	Manage	4	4	4	64	<p>No change to risk score</p> 

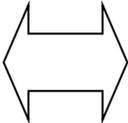
								Government							
Resilience and capacity of services is jeopardised by ongoing funding reductions	SLT	4	4	4	6 4	LOW	<p>Budget options consider operational impact, and are subject to separate risk assessments.</p> <p>The Council undertakes workforce planning to ensure the right staff are in place, with the right skills at the time needed.</p> <p>Recruitment &amp; Retention of staff presents a challenge in some service areas.</p> <p>There is a dedicated workstream looking at HR / OD as the Council moves to OCO / LCO operating arrangements with the NHS.</p>	<p>Business continuity plans exist for all services</p> <p>The Council received minimal transition funding from the Government compared to other GM authorities.</p> <p>The Council has access to transformation funding under GM Health &amp; Social Care arrangements</p> <p>Greater use of interim placements to address time limited pressures / work tasks</p>	<p>External Audit Opinion on VFM / Financial Standing</p> <p>External reviews, e.g. OFSTED / CQC</p> <p>Resident satisfaction levels</p>	Manage	4	4	4	64	<p>No change to risk score</p> 

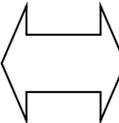
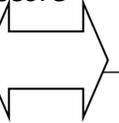
<p>Changes to the Business Rates Retention scheme (100%) impact adversely on the Council – e.g. appeals</p>	<p>Cabinet Member for Finance &amp; HR / Interim Executive Director of Resources &amp; Regulation</p>	<p>3</p>	<p>4</p>	<p>4</p>	<p>48</p>	<p>LOW</p>	<p>The Council makes “in year” provision for the impact of appeals when estimating yield (NNDR1), and also makes provision within the annual revenue budget.</p> <p>In addition, the Council holds a reserve to fund the backdating (i.e. one-off) effect of appeals.</p> <p>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</p> <p>Impact of business failure also increases, however mitigated through work of Business Engagement Team</p>	<p>The Council maintains an active dialogue with the Valuation Office Agency to ensure that appeals are dealt with in a timely manner.</p> <p>The Council participates in the GM Collection Fund Accounting Group.</p> <p>Appeals triggered data to determine risk score.</p>	<p>The Council’s External Auditors review the Council’s Collection Fund, and Appeals Provisions as part of the annual audit process.</p>	<p>Manage</p>	<p>3</p>	<p>4</p>	<p>4</p>	<p>48</p>	<p>No change to risk score</p> 
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<p>Ongoing Welfare Reforms place additional pressure on both residents and the Council</p>	<p>Cabinet Member for Strategic Housing &amp; Support Services / Interim Executive Director of Resources &amp; Regulation</p>	<p>4</p>	<p>4</p>	<p>4</p>	<p>64</p>	<p>LOW</p>	<p>Regular monitoring of the impact of reforms is undertaken.</p> <p>Increased risk due to revised CTS scheme, and increased Council Tax (necessary to fund Adult Social Care)</p> <p>Increasing reliance on 3<sup>rd</sup> Sector, which itself faces funding reductions</p> <p>Concerns over security of employment and uncertain economic outlook</p>	<p>The impact of reforms is reported through the Welfare Reform Board.</p> <p>The Council is currently updating its Poverty Strategy, and assessing how fuel poverty for Council tenants can be addressed</p>	<p>There is close liaison with Partner organisations, e.g. CAB, Six Town Housing to assess and mitigate the impact of reforms.</p> <p>The Council is an active member of the Manchester Credit Union.</p>	<p>Manage</p>	<p>4</p>	<p>4</p>	<p>4</p>	<p>64</p>	<p>No change to risk score</p> 
<p>Ongoing academisation of schools impacts upon income levels for traded services</p>	<p>Cabinet Member for Children &amp; Families / Executive Director of Children, Young People &amp; Culture</p>	<p>3</p>	<p>4</p>	<p>3</p>	<p>36</p>	<p>LOW</p>	<p>Traded services are currently undergoing a comprehensive review to assess the impact of academy conversions.</p> <p>Requires more proactive management as risk of schools not buying-back increases</p> <p>Risk heightened by pressures on school budgets</p>	<p>The Council has a good relationship with schools, and a high level of buy-back.</p> <p>Where possible, and viable, services will continue to be traded to schools that undergo academy conversion.</p>	<p>The relationship with schools is managed proactively through the Schools Forum.</p> <p>Working group set up to explore further opportunities for providing competitive traded services</p>	<p>Manage</p>	<p>4</p>	<p>4</p>	<p>3</p>	<p>48</p>	<p>No change to risk score</p> 

									The Group is scheduled to present a revised offer to schools at the end of March 2018						
Unknown implications of the Brexit referendum impact adversely upon the Council	Cabinet / SLT	4	4	4	6 4	MED IUM	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 businesses	The Council makes use of external brokers (Link) 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	4	64	No change to risk score 
The Council is unable to manage customer / resident demands and expectations in the light of funding reductions	Cabinet / SLT	4	4	3	4 8	LOW	The Council has previously written to all residents advising them of the impact of funding reductions.  Further communication required e.g. resident briefings	Public meetings are held each year as part of the budget consultation process.  Public engagement necessary to move forward with Neighbourhood working models / contract with residents  Focus of Neighbourhood working model is to facilitate and	The role of elected members is critical as they provide an interface between residents and the Council	Manage	4	4	4	64	No change to risk score 

								empower residents and communities, and assist with capacity building.							
The Council's growth strategy is impeded by external influences, e.g. economic conditions	Leader / Chief Executive	3	4	3	3 6	LOW	<p>The Council has a clear Growth Strategy in place</p> <p>GMSF timescales now revised to 2018</p> <p>Economic uncertainty may stifle growth.</p>	<p>Growth Strategy has been agreed at both Council and Partner level (Bury Wider Leadership Group).</p> <p>Second report to Cabinet – November 2017 outlining delivery plan.</p> <p>Interim resource recruited (20 months) to oversee delivery of plan</p>	The Council actively promotes development opportunities nationally, and engages with GM activity to promote the region.	Manage	3	3	3	27	Risk raised 
Population growth and age profile lead to service demands exceeding Council capacity / resources.	Cabinet / SLT	4	4	3	4 8	LOW	<p>The Council has adopted the Social Care Precept (2017/18) to channel additional resources to pressures in Adult Social Care.</p> <p>Continuing pressures in the NHS will impact upon the Council's services</p> <p>Further funding for Social Care now</p>	<p>A number of initiatives are in place aimed at early intervention, and self care e.g. reablement, wellbeing service</p> <p>The Bury Locality has secured £19m transformation funding to redesign care models</p>	Close working takes place with partners in the CCG and key providers to mitigate demand pressures.  Development of LCO / OCO working model	Manage	4	4	4	64	No Change to risk score 

							made available								
							Complexity and long term nature of conditions an increasing pressure								
							Fragile market of care providers								
Ability to maintain core functions (statutory & non-statutory) e.g. safeguarding is impeded by funding reductions.	Cabinet / SLT	2	4	3	2 4	LOW	<p>The budget setting process reflects to a degree the statutory nature of services when allocating cuts targets</p> <p>Further work needs to be undertaken to reflect prioritisation of resources</p> <p>Additional resources now available for Adult Social Care</p> <p>Narrative revised to reflect that both statutory and discretionary functions are now at risk.</p>	Directors prioritise spend to ensure statutory obligations are fulfilled – this is done through the Cash ceiling / virement scheme.	<p>External Audit Opinion on VFM / Financial Standing</p> <p>Corporate Parenting / Health Scrutiny</p> <p>External reviews, e.g. OFSTED / CQC – NB action plan being developed in light of recent OFSTED inspection.</p>	Manage	2	4	3	24	<p>No Change to risk score</p> 

Health & Social Care integration does not reform services and deliver required efficiency savings	Cabinet Member for Health & Wellbeing / Executive Director of Communities & Wellbeing	3	4	4	4 8	LOW	<p>The Council and CCG work closely together and operate pooled budgets in some 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 Bury Locality has now secured £19m transformation funding to mitigate this</p>	<p>The Council is working towards development of a single commissioning organisation (OCO); similarly, it is proposed to operate a Local Care Organisation (LCO) from April 2018.</p> <p>The Health integration project has clearly defined governance arrangements and its own project risk register</p>	Partnership working takes across the broader Public Service footprint.	Manage	3	4	4	48	No Change to risk score 
GM approach to devolution does not reform services and deliver	Leader / Chief Executive	2	4	3	2 4	LOW	The Council is an equal partner in AGMA / CA, and engages actively through regular GM meetings at	This is supplemented by a comprehensive schedule of meetings at member level.	Elected Mayor now in place, with key positions held by Bury elected	Manage	2	3	3	18	No change to risk score 

required efficiency savings							officer level. Need to ensure democratic / governance processes preserve local accountability  Need to look beyond Health & Social Care and examine where joint working can offer wider efficiencies	Mature joint working arrangements developed in respect of Health & Social Care Devolution	members						
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**Risk Scoring Matrix**

- Likelihood            1 (low) – 4 (high)
- Impact                1 (low) – 4 (high)
- Proximity            1 (low) – 4 (high)
- Maximum Score     4 x 4 x 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>

