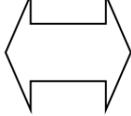
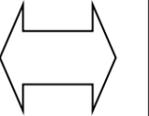
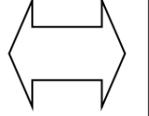


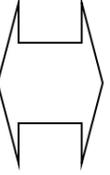
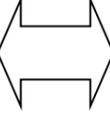
**BURY COUNCIL**

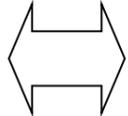
Corporate Risk Register 2018/19 – As at 30<sup>th</sup> November 2018

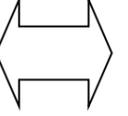
Risk	Risk Owner	Raw Risk Score			Target Risk Score	Mitigation Measures / Assurance Levels			Risk Conclusion	Residual Risk Score			Direction of Travel
		Likelihood	Impact	Score		Level 1	Level 2	Level 3		Likelihood	Impact	Score	
The Council doesn't agree a balanced budget	Cabinet / SLT	4	4	16	LOW	<p>The 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 rolling forecast; or as new information come to light.</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>Currently no reliance being placed on reserves, however this is the second year an overspend is predicted.</p> <p>Future years equally challenging.</p> <p>Council needs to consider alternative approaches to budget setting.</p>	<p>External Audit Opinion on VFM / Financial Standing</p> <p>LGA review undertaken</p>	Manage	2	4	8	No change to risk score 

The Council cannot deliver cuts approved in the budget	Cabinet / SLT	4	4	16	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>Q1 outturn forecast overspend of £3.2m</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 consider a RAG rating for delivery of cuts</p> <p>Finance Portfolio Holder now "calling in" specific business areas to investigate issues.</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>External Audit Opinion on VFM / Financial Standing.</p> <p>Officer led budget recovery group in place</p>	Manage	4	4	16	<p>No change to risk score</p> 
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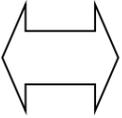
Resilience and capacity of services is jeopardised by ongoing funding reductions	SLT	4	4	16	LOW	<p>Budget options consider operational impact, and are subject to separate risk assessments.</p> <p>The Council undertakes workforce planning to ensure the right staff are in place, with the right skills at 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>Change to senior management structures</p>	<p>Business continuity plans exist for all services</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 e.g. Growth / Regeneration and Traded Services</p> <p>New CE in place and addressing longer term strategies/structure of the Council</p>	<p>External Audit Opinion on VFM / Financial Standing</p> <p>External reviews, e.g. OFSTED / CQC, LGA</p> <p>Resident satisfaction levels</p>	Manage	4	4	16	<p>No change to risk score</p> 
Changes to the Business Rates Retention scheme (100%) impact adversely on the Council – e.g. appeals	Cabinet Member for Finance & HR / Interim Executive Director of Resources & Regulation	4	4	16	LOW	<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>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>Pilot exercise underway to tackle aged debt.</p> <p>Any departure from 100% retention would be detrimental to the Council</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>New check, challenge and appeal procedures in place</p>	Manage	3	4	12	<p>No change to risk score</p> 

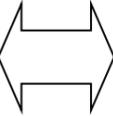
Ongoing Welfare Reforms place additional pressure on both residents and the Council	Cabinet Member for Strategic Housing & Support Services / Interim Executive Director of Resources & Regulation	4	4	16	LOW	<p>Regular monitoring of the impact of reforms is undertaken.</p> <p>Increased risk due to revised 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>Full universal credit rolled out in July 2018</p>	<p>The impact of reforms is reported through the Welfare Reform Board.</p> <p>The Cabinet has now endorsed an Anti-Poverty Strategy, and additional resources (£200k) have been allocated to address poverty related issues.</p> <p>The Council has endorsed a motion to develop a Young Savers scheme.</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>	Manage	4	4	16	<p>No change to risk score</p> 
General pressures from school budgets and impacts upon income levels for traded services	Cabinet Member for Children & Families / Executive Director of Children, Young People & Culture	3	3	9	LOW	<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>Risks from increasing academies across schools</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>Additional resources in place, and pricing offers sent to schools.</p> <p>No further cleaning/catering contracts lost for 2018.</p>	Manage	3	3	9	<p>No change to risk score</p> 

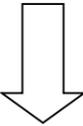
Unknown implications of the Brexit referendum impact adversely upon the Council	Cabinet / SLT	4	4	16	MEDIUM	<p>The most significant risk is the uncertainty of the implications of Brexit – notably economic conditions.</p> <p>Potential impact on the pound, inflation, and impact upon Bury businesses</p>	<p>The Council makes use of external brokers (Link) who offer advice on economic conditions and the Council's Treasury Management.</p>	<p>Other professional networks are utilised, e.g. GM Treasurers Group</p> <p>Regular "Brexit Monitors" are received from the GMCA</p>	Accept	4	4	16	<p>No change to risk score</p> 
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The Council is unable to manage customer / resident demands and expectations in the light of funding reductions	Cabinet / SLT	3	4	12	LOW	<p>The Council has previously written to all residents advising them of the impact of funding reductions.</p> <p>Further communication required e.g. resident briefings</p>	<p>Public meetings are held each year as part of the budget consultation process.</p> <p>Public engagement necessary to move forward with Neighbourhood working models / contract with residents</p> <p>Focus of Neighbourhood working model is to facilitate and empower residents and communities, and assist with capacity building.</p>	<p>The role of elected members is critical as they provide an interface between residents and the Council</p> <p>Further work requested to progress Health &amp; Social Care agenda</p>	Manage	4	4	16	<p>No change to risk score</p> 
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The Council's growth strategy is impeded by external influences, e.g. economic conditions	Leader / Chief Executive	3	4	12	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>Key sites identified and actions underway to develop them.</p>	<p>Growth Strategy has been agreed at both Council and Partner level (Bury Wider Leadership Group).</p> <p>Interim resource recruited (20 months) to oversee delivery of plan</p>	<p>The Council actively promotes development opportunities nationally, and engages with GM activity to promote the region.</p> <p>Work is also taking place with employers and students through the Bury Skills Commission</p>	Manage	3	3	9	<p>No Change to risk score</p> 
Population growth and age profile lead to service demands exceeding Council capacity / resources.	Cabinet / SLT	3	4	12	LOW	<p>The Council has adopted the Social Care Precept (2018/19) 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>Complexity and long term nature of conditions an increasing pressure</p> <p>Fragile market of care providers</p>	<p>A number of initiatives are in place aimed at early intervention, and self care e.g. re-ablement, wellbeing service</p> <p>The Bury Locality has secured £19m transformation funding to redesign care models</p> <p>Social Care demands have been clearly outlined in the Council's Fair Funding submission.</p>	<p>Close working takes place with partners in the CCG and key providers to mitigate demand pressures.</p> <p>Development of LCO / OCO working model in place by April 2019 live date</p>	Manage	4	4	16	<p>No Change to risk score</p> 

<p>Ability to maintain core functions (statutory &amp; non-statutory) e.g. safeguarding is impeded by funding reductions.</p>	<p>Cabinet / SLT</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>LOW</p>	<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>	<p>Directors prioritise spend to ensure statutory obligations are fulfilled – this is done through the Cash ceiling / virement scheme.</p>	<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 now in place.</p> <p>LGA Review being undertaken</p>	<p>Manage</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>No Change to risk score</p> 
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Health & Social Care integration does not reform services and deliver required efficiency savings	Cabinet Member for Health & Wellbeing / Executive Director of Communities & Wellbeing	4	4	16	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 fortnightly 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 and Local Care Alliance (LCA) both are operating in shadow form from April 2018 progressing towards going live April 2019.</p> <p>The Health integration project has clearly defined governance arrangements and its own project risk register</p> <p>Council and CCG Staff co-located for improved service delivery</p>	<p>Partnership working takes across the broader Public Service footprint.</p> <p>Requires a multi-agency approach to encourage behaviour change.</p> <p>Staff of the Council and CCG are co-locating to aid joint working.</p>	Manage	3	4	12	No Change to risk score 
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GM approach to devolution does not reform services and deliver required efficiency savings	Leader / Chief Executive	3	4	12	LOW	<p>The Council is an equal partner in AGMA / CA, and engages actively through regular GM meetings at officer level.</p> <p>Need to ensure democratic / governance processes preserve local accountability</p> <p>Need to look beyond Health &amp; Social Care and examine where joint working can offer wider efficiencies</p> <p>Operation of GM Business Rates Pool working well</p>	<p>This is supplemented by a comprehensive schedule of meetings at member level.</p> <p>Mature joint working arrangements developed in respect of Health &amp; Social Care Devolution</p> <p>Clear emerging roles around Transport, congestion and Air Quality</p>	<p>Elected Mayor now in place, with key positions held by Bury elected members</p>	Manage	2	3	6	Risk Reduced 
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Saville Review – Six Town Housing	Leader / Chief Executive	3	2	6	LOW				Manage	2	3	6	Risk Reduced
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Shared Leadership – Bury CCG & Council	Leader / Chief Executive	3	2	6	LOW				Manage	2	3	6	Risk Reduced
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**Risk Scoring Matrix**

Likelihood 1 (low) – 4 (high)  
Impact 1 (low) – 4 (high)  
Maximum Score 4 x 4 = 16

<b>Low Risk</b>	<b>1 – 3</b>
<b>Medium Risk</b>	<b>4 – 6</b>
<b>High Risk</b>	<b>8 – 16</b>