

REPORT FOR DECISION

MEETINGS:

**Audit Committee
Cabinet
Council**

DATE:

SUBJECT:

Risk Management Annual Report 2018/19

REPORT FROM:

**Councillor Eamonn O'Brien - Cabinet Member for
Finance & Housing**

CONTACT OFFICER:

David Hipkiss, Risk & Governance 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 2018/19 and actions planned for 2019/20.

IMPLICATIONS:

**Corporate Aims/Policy
Framework:**

Do the proposals accord with the Policy Framework? **Yes**

**Financial Implications and Risk
Considerations:**

See Executive Director of Resources & Regulation 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:	Overview & Scrutiny

TRACKING/PROCESS

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Audit Committee	Partners
		17/09/2019	
Overview & Scrutiny	Councillors	Cabinet	Council
		16/10/2019	27/11/2019

1.0 BACKGROUND AND RISK PRIORITIES DURING 2018/19

- 1.1 The Cabinet approved the Council's Risk Management Policy and Strategy in March 2006 which is reviewed annually. The Council's Policy and Strategy is under review to ensure a consistent approach to risk management is undertaken across CCG and Bury Council Services.

Risk Priorities 2018/19

- 1.2 The Council continued to experience reduced funding, and increased demand for services throughout this period.
- 1.3 An ongoing review of all the Council's Corporate and Service Business Continuity Plans including the Council's organisational structures that support these plans.
- 1.4 Implementation of the new Data Protection Legislation both the EU GDPR and the UK's DPA18 that came into force May 2018.
- 1.5 Preparations in advance of Brexit.
- 1.6 Health & Social Care integration.

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.
- 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 Team Bury and the Council's Corporate 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;

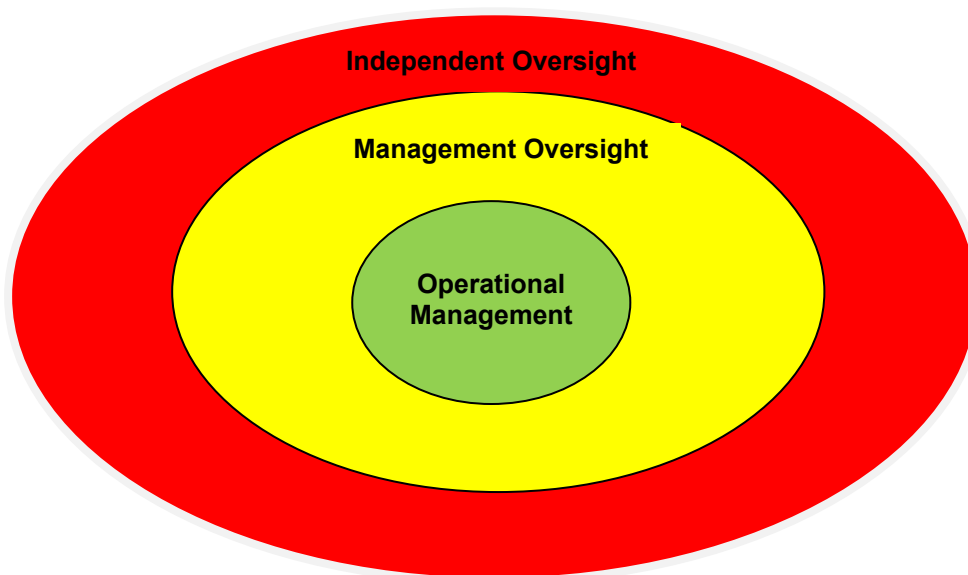
- An approved Corporate Policy & Strategy for Risk Management that can be read online or downloaded
- A Corporate Policy & Strategy that details the Council's approach to managing risk focussing on three key lines of defence that enables direct input, strategic overview and scrutiny at all levels from officers, senior management, governance groups and independent review bodies.

These three lines of defence ensure:

Effective Operational Management – Defence Level 1 - Having clear lines of responsibility/ownership, clear and accessible risk reporting and communication lines, up to date policies, procedures, guidance and training material and having in place a consistent approach to assessing and managing risk across the Council.

A clear management oversight – Defence Level 2 - That is clear about the risk management framework and actively taking place, oversees and manage risk both at strategic and operational levels.

Independent internal audit and scrutiny – Defence Level 3 – Actively engaged, involved and challenging current working practices at all levels having direct access at operational, senior management and governing team levels.



- Key strategic and corporate governing groups that are actively engaged in the risk management process ensure an objective review of the effectiveness of risk management and internal control both at strategic and operational level.
 - Senior Leadership Team (Senior Officers of the Council)
 - Corporate Risk Management Group (Member Level)
 - Operational Risk Management Group (Officer Level)
 - Governance Panel comprising:
 - Executive Director of Resources & Regulation
 - Assistant Director for Legal & Democratic Services
 - Head of Financial Management

- The Risk Management Framework is supported by up to date guidance and training material, accessible to all staff:
 - 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
 - A working in Partnership Risk Assessment Model (PRAM) that provides a platform to manage risk working with other partners/organisations.

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

- Full Council (annual report)
- Audit Committee
- Strategic Leadership Team
- Corporate Risk Management Group (Members)
- Operational Risk Management Group (Officers)
- Business Continuity Management representatives
- All departments and Service Heads

2.7 The diagram at **Appendix A** 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 2018/19

3.2 Children, Young People & Culture

2018/19 managed high risks focused upon;

- Demand pressures on available resources
- Budget savings
- Workforce future gaps and employee relations
- Change of role for the LA with schools
- Changing Government Legislation and policy development

Despite some success during 2018/19, the department is still highlighting a number concerns reflected by the final quarters result. Individual Departmental Risk Registers are available on request.

3.3 Communities & Wellbeing

2018/19 managed high risks focused upon;

- High cost packages relating to Children's transition cases
- Inadequate investments in assets and infrastructure

Despite some success during 2018/19 with managing these risks, the department is still highlighting a number of concerns reflected by the final quarters risk review. Individual Departmental Risk Registers are available on request.

3.4 Resources & Regulation/Corporate Risk Register

2018/19 focussed on a number of high risks, these include:

- Delivering cuts approved in the budget
- Resilience and capacity of services
- Ongoing welfare reforms
- School budgets
- Brexit
- Resident expectations
- Growth strategy being impeded
- Population growth and demand exceeds capacity
- Core functions being affected
- Health & Social Care Integration
- Review of Business Continuity Service Plans
 - Annual review conducted to support BC planning across the three departments CY&C, CWB and Resource & Regulation.
- Implementation of GDPR
 - AGMA Implementation Plan highlighted key areas that required changing from DPA98. The changes to the law around lawful processing has placed greater emphasis on how we manage all personal data we hold which requires further work within the Council that has extended through to 2019/20.

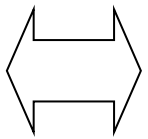
Owing to the nature and wider impact of these risks on public service they are also reflected within the Corporate Risk Register.

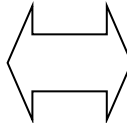
4.0 CORPORATE RISKS

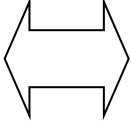
- 4.1 The Corporate Risk Assessment Action Plan records all risks posing the most serious threat to the Council, risks that would impact upon a wider range of services and that are not able to be managed effectively within a directorate. These risks are reviewed continually by the Strategic Leadership 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 2018/19.

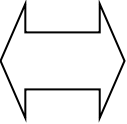
BURY COUNCIL

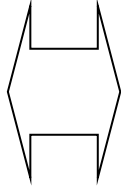
Corporate Risk Register 2018/19 – As at 31st March 2019

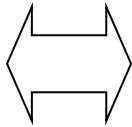
Risk	Risk Owner	Raw Risk Score			Target Risk Score	Mitigation Measures / Assurance Levels			Risk Conclusion	Residual Risk Score			Direction of Travel
		Likelihood	Impact	Score		Level 1	Level 2	Level 3		Likelihood	Impact	Score	
The Council doesn't agree a balanced budget	Cabinet / SLT	4	4	16	LOW	<p>The 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>2018/19 saw no reliance upon reserve. 2019/20 from Feb 19 budget setting process will take account of reserve.</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 & 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	<p>No change to risk score</p> 

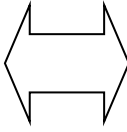
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The Council cannot deliver cuts approved in the budget	Cabinet / SLT	4	4	16	LOW	<p>Robust budget monitoring procedures are in place, given early warning of potential pressures.</p> <p>Challenges of delivering continuous budget cuts with reduced organisational capacity.</p> <p>Control measures in place to mitigate overspend pressures where possible.</p> <p>Q1 outturn forecast overspend of £3.2m; Q2 Overspend of £2.6m; Q3 £2.608m; Final outturn is £2.657m 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 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"> SLT / Cabinet Overview & Scrutiny Audit Cttee <p>Increasingly considering "Invest to Save" options.</p>	<p>External Audit Opinion on VFM / Financial Standing.</p> <p>Officer led budget recovery group active with work being carried out to address budget overspends.</p> <p>Themed budget boards established in 2019/20 as well as £1,000 spending limits and restrictions on external advertising of vacant posts.</p> <p>Corporate Budget Control Group set up.</p>	Manage	4	4	16	<p>No change to risk score</p> 

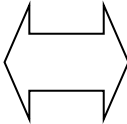
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Resilience and capacity of services is jeopardised by ongoing funding reductions	SLT	4	4	16	LOW	<p>Budget options consider operational impact, and are subject to separate risk assessments.</p> <p>The Council undertakes workforce planning to ensure the right staff are in place, with the right skills at the time needed.</p> <p>Recruitment & 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 with CE in place, interim posts being addressed. New Exec Director for Transformation in place – Neutral Cost benefits, Director of Ops and Business Growth in place.</p>	<p>Business continuity plans exist for all services</p> <p>The Council has access to transformation funding under GM Health & 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	No change to risk score 

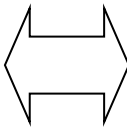
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Changes to the Business Rates Retention scheme (75%) impact adversely on the Council – e.g. appeals	Cabinet Member for Finance & HR / Interim Executive Director of Resources & Regulation	4	4	16	LOW	<p>The Council makes “in year” provision for the impact 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. The Council participates in the GM Collection Fund Accounting Group.</p> <p>Pilot exercise underway to tackle aged debt.</p> <p>Fair funding with focus on 75% retention.</p> <p>Returns from GM.</p> <p>Appeals risk reduced.</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	No change to risk score 

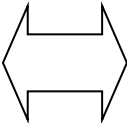
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Ongoing Welfare Reforms place additional pressure on both residents and the Council	Cabinet Member for Strategic Housing & Support Services / Interim Executive Director of Resources & Regulation	4	4	16	LOW	<p>Regular monitoring of the impact of reforms 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 3rd Sector, which itself faces funding reductions.</p> <p>Concerns over security of employment and uncertain economic outlook e.g. Brexit.</p> <p>Full universal credit rolled out in July 2018 – delayed.</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>Community Laptop Scheme being rolled out.</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	No change to risk score 

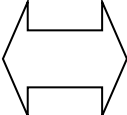
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General pressures from school budgets and impacts upon income levels for traded services	Cabinet Member for Children & Families / Executive Director of Children, Young People & Culture	3	3	9	LOW	<p>Traded services are currently undergoing a comprehensive 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>Regular reports to JCC.</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> 

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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>GM and Local Brexit Groups in place.</p> <p>£100k available to support Brexit preparations.</p>	<p>Other professional networks are utilised, e.g. GM Treasurers Group</p> <p>Regular "Brexit Monitors" are received from the GMCA</p> <p>SME's and impact to be assessed and where required supported</p>	Accept	4	4	16	<p>No change to risk score</p> 

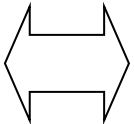
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The Council is unable to manage customer / resident demands and expectations in the light of funding reductions	Cabinet / SLT	3	4	12	LOW	<p>The Council has previously written to all residents advising them of the impact of funding reductions.</p> <p>LCO Newsletter.</p> <p>Consultation with residents to be planned.</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 & Social Care agenda</p>	Manage	4	4	16	<p>No change to risk score</p> 

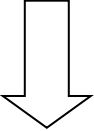
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The Council's growth strategy is impeded by external influences, e.g. economic conditions	Leader / Chief Executive	3	4	12	WO1	<p>The Council has a clear Growth Strategy in place</p> <p>GMSF timescales now revised to 2018.</p> <p>Economic uncertainty 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>2 permanent positions recruited to oversee delivery of plan.</p> <p>Budget focus on growth strategy.</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> 

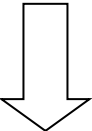
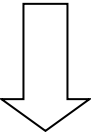
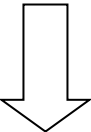
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Population growth and age profile lead to service demands exceeding Council capacity / resources.	Cabinet / SLT	3	4	12	LOW	<p>The Council has adopted the Social Care Precept (2018/19) to channel additional resources to pressures in Adult Social Care.</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>Built demand into budget.</p> <p>Reduction in agency rates through over-recruiting being considered.</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> 

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Ability to maintain core functions (statutory & non-statutory) e.g. safeguarding is impeded by funding reductions.	Cabinet / SLT	3	4	12	LOW	<p>The budget setting process reflects to a degree the statutory nature of services when allocating cuts targets.</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>Cabinet and SLT move forward on plan to prioritise functions.</p>	<p>Directors prioritise spend to ensure statutory obligations are fulfilled – this is done through the Cash ceiling / virement scheme.</p> <p>Council Tax increase to assist in core service provision.</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 undertaken</p>	Manage	3	4	12	<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	WOT	<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>Co-located and shared CE between CCG/Bury Council.</p> <p>Combined financial planning.</p> <p>Joint Executive Team in place.</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



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	
GM approach to devolution does not reform services and deliver required efficiency savings	Leader / Chief Executive	3	4	12	WOT	<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 & Social Care and examine where joint working can offer wider efficiencies.</p> <p>Operation of GM Business Rates Pool working well.</p> <p>Care Act.</p> <p>Green Paper.</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 & Social Care Devolution.</p> <p>Clear emerging roles around Transport, congestion and Air Quality.</p>	Elected Mayor now in place, with key positions held by Bury elected members	Manage	2	3	6	<p>Risk Reduced</p> 

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	
Review – Six Town Housing	Leader / Chief Executive	3	2	6	WOT	New management agreement – TUPE. Housing Services Reform – Growing of stock.			Manage	2	3	6	Risk Reduced 
Inability to ensure compliance with the General Data Protection Regulations (GDPR).	Deputy Chief Executive	3	3	9	WOT	Awareness of GDPR raised by briefings to Departmental Management teams.	Governance Structure in place for GDPR project including work stream meetings.		Manage	2	3	6	Risk Reduced 
The ICT infrastructure and capacity is fit for purpose.	Deputy Chief Executive	3	3	9	WOT	Capital funding available in 2019/20 budget for replacement /enhancements to core systems.			Manage	2	3	6	Risk Reduced 

Risk Scoring Matrix

Likelihood 1 (low) – 4 (high)
Impact 1 (low) – 4 (high)
Maximum Score $4 \times 4 = 16$

Low Risk	1 – 3
Medium Risk	4 – 6
High Risk	8 – 16

5.0 CHALLENGES FOR 2019/20

- 5.1 The challenge for the coming year will be to ensure risk management form an integral part of the council's response to continued spending reductions, ensuring threats and opportunities to service provision are managed effectively and service resilience is maintained throughout.
- 5.2 Business Continuity Management takes account of the new structures of the Council and critical services are identified and form part of the Council's Emergency Response Plan.
- 5.3 Economic conditions continue to have an adverse impact on income levels in Departments, notably Operations (Property and parking fees). The risk is recognised in the assessment of the minimum level of balances and will continue to be closely monitored throughout 2019/20.
- 5.4 Budgets in respect of Children's Social Care remain under pressure in the light of the increased emphasis on child protection nationally. Likewise, pressures remain in Adult Care Services in respect of an increasing elderly population and Learning Disability care packages. Controls are in place to ensure appropriate care packages are provided, and improved procurement activity ensures these are obtained at competitive rates. This situation will continue to be closely monitored during 2019/20.
- 5.5 The Council complies fully with the new data protection legislation ensuring all public enquiries are managed to the highest standards, all processing of personal data is carried out lawfully and all performance standards that support the managing of personal data is achieved.
- 5.3 The following areas will be our main priority for 2019/20:
- Review of the risk management framework to enable a consistent approach in the assessment of risk and risk management as part of integrating and delivering CCG and Bury Council's services by the end of September 2019.
 - Ensuring risk and business continuity management forms an integral part of service planning, performance and the delivery of objectives in light of increased agile working and public service reforms.
 - Ensuring the Council is fully compliant with all requirements of the new Data Protection Legislation by the end of November 2019.
 - Maintaining the Business Continuity Planning Database to ensure it maintains good quality information relating to service priorities and their continuity arrangements by the end of October 2019.
 - Continuing to strengthen risk management arrangements in key strategies such as the Medium Term Financial Strategy (Efficiency Plan), the Workforce Development Strategy, and the Asset Management Strategy.
 - 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
 - Strengthen service resilience against disruption through effective risk and business continuity management.

- Aligning the quarterly reporting of risk, performance and the Council's financial position.
- Proactively responding to the risks, challenges and opportunities presented by the GM devolution agenda, and ensuring Bury interests are safeguarded

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.

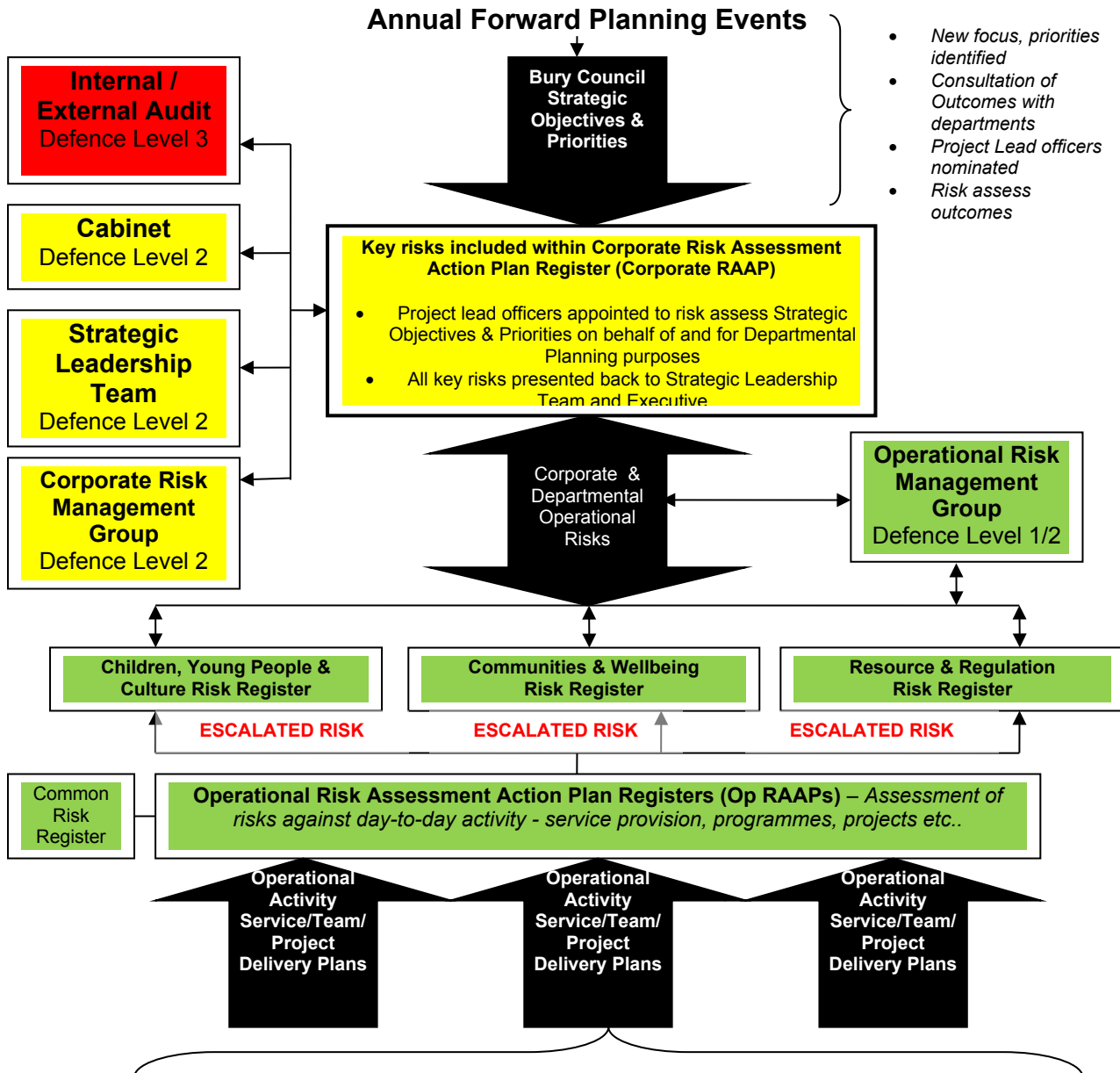
Background documents:

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

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

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APPENDIX A



Risks Internal & External Environment

External Drivers			
Financial	Strategic	Operational	Hazards
Interest Rates Credit	Competition Customer Change Industry change Customer Demand Political Change	Regulations Culture	Contractual Events Natural events Supply Chains Environmental
Internal Drivers			
Liquidity Cash Flow	Research Development	Accounting Information Systems	Employees Public Access Properties Products/Services

