

Key: Risk Register sorted by Department, Team, Risk No.

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Risk Ref				Risk Owner	Risk	Cause	Effect	Domain	Date Risk Identified	Gross Score			Current Score			Trend (change since last review)	Current Risk Review Date	Planned Risk Actions	Action Due Date	Action Owner	Likelihood Impact Total Score = L*I				
Department	Team	Risk No.	Likelihood							Impact	Total Score = L*I	Likelihood	Impact	Total Score = L*I	Likelihood						Impact	Total Score = L*I			
BGI	PAM	3	LG	Reduced revenue income to the Council due to COVID-19 –impacting on programme of rent reviews and lease renewals, and effects on businesses that lease our commercial portfolio	• Covid-19 • Limited capacity caused by current levels of resources within the team and need to review previous outsourced arrangement to enable a robust programme to be in place	Reduced income to the Council and potentially increased void commercial Council-owned properties in some sectors	Finance	01/04/21	4	4	16	Current outsourcing of some rent reviews and lease renewals (but needs reviewing). Tenants have received rent free periods/grants where eligible for assistance from the Council but this was a one-off agreement by Cabinet during Covid	4	4	16	Static	17/08/21	Review of capacity and outsourcing arrangements, plus ongoing monitoring of income budgets with Finance	31/03/22	Liz Gudgeon	4	3	12		
BGI	SPED	1	CL	Failure to adopt an up to date statutory development plan	Difficulty of getting an up to date plan in place due to legal challenges and difficulties in meeting requirements of the National Planning Policy Framework.	Don't get up to date planning policies to help determine planning applications and don't secure sufficient land for housing and employment needs (including the Northern Gateway)	Operational and legal compliance	01/04/21	4	5	20	Continuing to progress development plan through to examination	3	5	15	New	31/10/2021	Consider and respond to consultation submissions through the Examination process	31/12/21	Cris Logue	1	5	5		
CC	DS	1	LR	Failure to meet the requirements of data protection legislation and good information governance practice / serious data breach	• Failure to follow GDPR provisions • Polices out of date/staff capability due to lack of training/lack of staff • Failure to follow Council's own data management policies • Negligent or unlawful use of data	• Judicial or ICO Review /challenge and/or fine inability to deliver leading to reputational damage and financial impact due to fine or compensation • Inability to deliver and further reputational damage			5	5	25	• GDPR and Data Management Policy • Document retention and disposal policy • DPO/IG Lead oversight of processes • DSPT 2020/21 submission • Policies • GDPR/Data Training & Development • Fair Use Notices	4	5	20	Static	08/01/2022	• IG strategy to be developed • IG processes to be mapped • IG resources to be identified • Internal Audit review subject to risk assessment • Comprehensive training programme to be implemented • IG policies and Procedures to be reviewed • DPST 2020/21 requirements to be assessed	Mar 2021 June 2021 June 2021 Aug 2021 Sept 2021 Sept 2021 Sept 2021	Marcus Connor	1	5	5		
CC	HOUSING	1	PC	Failure to meet Homelessness Statutory Function & Delivery	• Increasing pressures on the service that impacts (reduces) capacity across the service • Increase in homelessness - stat and non stat provision • Lack of affordable permanent housing supply within local housing market	• Unable to meet statutory requirements as per Homelessness & HRA legislation • Legal challenge with potential judicial reviews resulting in increased legal costs and reputation damage	Homelessness & Housing Options	01/04/21	4	5	20	• Maximise funding opportunities to increase resources & capacity • Robust processes and operating procedures in place • Direct Let priority • System & IT solutions • Successful implementation of the re-structure with realignment of services • Increase in statutory dispersed accommodation • New homelessness strategy • Development of Private Rented Sector & Landlord engagement	3	5	15	Static	31/08/21	• Review structure of team / service • Framework of regular monitoring and KPI reviews to be developed • External funding opportunities to be maximised • Developing new tenancy sustainment strategy to prevent homelessness and reduce cases / demand	10/04/22	Phil Cole	2	5	10		
CC	HR	1	SM	Workforce capability and capacity is insufficient to deliver against the Council's ambitious priorities	• Inadequate appraisal and talent management arrangements • Lack of workforce planning • Failure to invest in employee development • Work demands and priorities exceed available capacity. • Workforce fatigue	• Priorities not delivered leading to reputational, financial or legal challenge • Increased costs through reliance on external resources	Business Objectives / Projects	01/04/21	4	5	20	• Investment in additional capacity in key areas • Prioritisation through the Corporate Plan • Apprenticeship strategy	4	5	20	Static	16/09/21	• Continued focus on prioritisation • Training and development to be considered in new People Strategy	31/10/21	Director of People and Inclusion	2	4	8		
CC	HR	2	SM (CS)	The Council's Pay Structure and JE approach impacts on delivery	• Outdated approach to JE • Complex process • Complex pay structure • Compression linked to Living Wage application	• Potential legal challenge • Service delivery impacts through staff satisfaction issues or time taken to conduct JE • Retention through lack of competitive salaries in some areas	Financial Balance / Claims	01/04/21	4	5	20	• More regular JE moderation panels being scheduled • Move to more generic roles where opportunities present themselves	4	5	20	Static	16/09/21	• Pay review	31/03/22	Director of People and Inclusion	2	5	10		
CC	HR	3	SM (SB)	Inability of HR to provide robust advice and support	• Lack of capacity and capability in the service • Historic issues not addressed • Policies and processes not sufficient and over complex Poor service to school leads to issues in relationship or lack of compliance / legal challenge	• Legal challenge, financial and service delivery risk. (Key areas of risk include: occupational health duties, employment liabilities linked to uncontrolled agency and casual usage, poor advice to schools, timeliness of operational processes)	Operational and Legal Compliance	01/04/21	5	4	20	• Work to fill existing vacancies. • Policy review • Support to transactional team • Emphasis on service engagement	5	4	20	Static	16/09/21	• Development of HR pledge • Investment through Transformation Programme • Review of non-core activity	31/12/21	Head of HR	3	4	12		
CC	HR	4	SM	Opportunities for improvement and to assure compliance through the development of iTrent are not realised	• Lack of investment and capability in systems improvement • Poorly managed contract • Lack of compliance oversight - Lack of management, development and processes in transactional HR team •Poor quality workforce data	• Opportunities are not realised leading to wider organisational impact. including inability to deliver savings or increase capacity • Legal challenge re:compliance	Information and Technology (Information Governance)	01/04/21	4	4	16	• iTrent programme with refreshed structure and leadership	4	4	16	Static	16/09/21	• Programme refresh, including review of capacity	31/08/21	Strategic HR Lead	3	4	12		
CC	IT	1	KW	Failure of infrastructure	• Outdated systems • Hardware failure • Lack of availability of support or maintenance due to staffing shortages or products being out of licence / support contracts	• Loss of functionality and reduction in productivity • Impact on customer and user experience	Information and Technology	01/04/21	3	5	15	• Infrastructure replacement programme • Extended support purchase for older servers	3	5	15	Static	31/08/21	• Infrastructure replacement programme to be rolled out / completed • Migration to cloud storage / back-up	29/03/22	Kate Waterhouse	2	5	10		
CC	IT	2	KW	Failure of Town Hall Data Centre	• External damage e.g. fire, flood, electric supply failure	• Potential data breach if records lost on permanent basis • Loss of productivity due to quality of connection to back-up data centre	Information and Technology	01/04/21	3	5	15	• Data management strategy in place re. backups; • Textile Hall back up data centre	3	5	15	Static	31/08/21	• Cloud migration plan to move data into Azure now in build phase • Review of options to relocate data centre scheduled for 22/23	29/03/22	Kate Waterhouse	2	5	10		
CC	IT	3	KW	Failure to deliver Digital Strategy	• Lack of resources e.g. funding, staff or delivery partner (e.g. GMSS)	• Inability to achieve ambition for new ways of working and improved customer and staff experience • Inability to deliver data management and business intelligence model required for improved decision making and performance management		01/04/21	4	4	16	• Placement of Digital Strategy in Transformation programme to ensure visibility and deliverability • SLA with GMSS	4	4	16	Static	31/08/21	• Review of resources across Council and CCG IT/Digital functions • Additional resource approved within the Transformation Strategy		Kate Waterhouse	2	4	8		

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CC	IT	4	KW	Cyber attack	• External threat to data and systems	• Potential loss of data resulting in significant data breach • Potential significant loss of functionality if systems were damaged or shut down	Information and Technology	01/04/21	3	5	15	• Training and updated Cyber Essentials Toolkit in place. • PCN accreditation renewed annually				3	5	15	Static	31/08/21	• Further training and investment in cyber security to be progressed against IG Action Plan timeframes • PSN accreditation of the Council • Cyber Essentials accreditation for Council and CCG to be achieved • New TOM to be developed for Council IT Team to include strengthened cyber security function, to be approved by Feb 2022	29/01/22	Kate Waterhouse	2	4	8
CC		1	GL	Breach of health and safety legislation leading to prosecution under the Corporate Manslaughter Act and other Health and Safety Regulations	• Failure to implement appropriate health & safety measures • Failure to manage effectively • Condition of the estate	• Senior officers held accountable and potentially imprisoned • Significant reputational damage. Financial redress		01/04/21	4	5	20	• Health & Safety Policies including arrangements for agile workers. • Investment in office repair work • Regular maintenance and inspection scheduling • Investment in corporate landlord • Covid-19 controls • Agile working • Transformation programme • Estates rationalisation Recruitment to Head of Corporate Landlord complete • Executive Budget Asset Holders Board established • Development, Approval & Investment into a 5 year Strategic Facilities Management Model • Require immediate temporary staff to support the ask in CL and BGI - Not approved at this time • Emergency repairs being undertaken as reported, judicious Preventative corrective action being taken on priority H&S outstanding works. • £1m spend on Town Hall works • Decision taken to close the Longfield Suite. Regular monitoring of the building as it remains empty. • Mandatory training for all staff on health and safety matters. • Employee assistance programme in place which incorporates mental wellbeing support				3	5	15	Static	08/01/2021	• Establishment of Corporate Landlord function to strengthen Facilities Management - review of health and safety teams and policy to maximise impact - strengthen TU role in managing health and safety responsibilities including TU Safety Reps & establishment of joint health and safety committee - corporate performance reports to be produced to report on health and safety incidents, accidents and resultant improvement actions • Regular maintenance and inspection scheduling	31/03/22	Geoff Little	3	5	15
CYP		1	IB	Ofsted Inspection	• A poor Ofsted judgement can lead to a high staff turnover from senior leaders through to frontline staff. Creating turmoil in an already struggling local authority, making it difficult to do what is most important - turning around services for children, young people and families in need	• DfE Intervention • Increased service demand • Financial pressure of up to £10m • Increased staff churn • Political risk and reputation of the council and region		21/05/2021	5	5	25	• CYP leadership • CYP improvement plan • Newly appointed Director of Education and Skills to start in May 2021				3	5	15	Static	21/05/2021	Independently chaired Delivery Board in place from September ; Delivery plan in place; LGA review given clear diagnostic; interim leadership in place with increased visibility in workforce			2	4	8
CYP		2	IB	Recruitment and retention of Social Workers and Managers	• High turnover of agency staff • Bury staff are attracted to other local authorities • Recruitment Marketing is not effective at attracting people to work for Bury • Lack of skills and capacity to create and implement a workforce strategy • Performance management culture not embedded in the council	• Too high caseloads that then effect lived experience of children • Too many changes of social worker that effect the lived experience of children • Capacity to monitor recruitment trends and successfully onboard new staff in a timely way risks losing staff before they start		21/05/2021	5	4	20	Work through HR to ensure vacancies are recruited to; project team in place to reduce case loads				4	4	16	Static	21/05/2021	Development of delivery plan focussed on recruitment and retention and reduction of caseloads.			2	4	8
FIN	Fin	1	SE	Public sector spending cuts from the next Comprehensive Spending Review and then the Local Government Settlement	Government tries to recover some of the expenditure incurred during the pandemic Limited funding is directed to the NHS recovery of planned care waiting lists impacting on funding for other government depts	In order to produce a balanced budget savings will need to be made to services thereby impacting on what can be delivered following years of already stringent reduced budgets	Finance	01/04/21	5	5	25	Early work with partners and across GM LAs with GMCA to model/ lobby and anticipate potential impacts and funding models Early work with Exec team and members to identify potential savings to close the financial gap Build into the MTFS the NI levy Rationalisation of admin buildings as part of transformation programme to reduce utilities expenditure				4	4	16	new	31/12/21	Continuous refinement of MTFS and budget setting as more information becomes available Continue to work through efficiencies with all departments	28/02/22	Sam Evans	4	3	12
FIN	Fin	2	SE	Inflation	Increased inflationary pressures as a consequence of Brexit, supply and demand pressures and as global economies recover from the pandemic	Resources need to be redirected to fund inflation with no beneficial impact on activity and deliverables	Finance	01/04/21	5	3	15	Early work with Exec team and members to identify potential savings to close the financial gap Rationalisation of admin buildings as part of transformation programme to reduce utilities expenditure				5	3	15	new	31/12/21	Continuous refinement of MTFS and budget setting as more information becomes available Continue to work through efficiencies with all departments	28/02/02	Sam Evans	4	2	8
FIN	Fin	3	SE	Dedicated Schools Grant (DSG) Deficit increases significantly	• Demand increases • Accountability and responsibility for funding not accurately specified • Lack of capacity / inclusion in local provision	• DfE warning and intervention • Budget reductions • High Cost out of borough placements	Finance and reputation	01/04/21	4	4	16	• Medium Term Financial Strategy updated • Monthly monitoring • DfE 'Safety Valve' deficit recovery agreement • Escalation to Executive Team and Members				4	4	16	Static	31/08/2021	• DfE Recovery Plan agreed • DfE engagement • Transformation plan priorities agreed with key stakeholders • Review of expenditure and rebaselining undertaken • Additional Capital funding secured for in-borough provision	on-going	Isobel Booter Sam Evans Steven Goodwin	2	2	4
OCO		1	GL	Covid-19 Global Pandemic - Future Waves and new variants	• Social Distancing and other preventative measures not used or not effective. • Increase in localised cases due to mass gatherings, new virus strains increase risk	• New lockdown measures, potentially localised • Support/response planning commenced for most vulnerable. Significant pressure on Public Health and NHS • Excess deaths			5	5	25	• Local Outbreak Plan • Partnership working with CCG, AGMA • Experience and planning for first outbreak and lockdown • Lessons learned evaluation • Regular liaison with Public Health England • Social Distancing including face covering guidance • Business Continuity Planning/Review/Update • Weekly Health Protection Board and fortnightly Gold meetings (assurance)				4	5	20	Static	08/01/2021	• Review current mitigating controls • Follow PHE guidance • Keep under review • Regular and prompt communication with staff and residents		Lesley Jones	2	4	8

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OCO		2	WB	Disruption to the health and care system caused by the Integrated Care System (ICS) and winter pressures leading to demands on the Adult Social Care budget	Significant change and disruption to NHS system architecture disrupts what is required at a locality level as staff are establishing new governance arrangements and relationships and pooled budgets created between the council and CCG need to be revised	Loss of focus on our continuing transformation journey of integration, person and community centred services, and focus on population health gain			4	5	20	1)Working with colleagues across the GM system to ensure the GM ICS operating model creates the conditions for our continued placed based transformation 2)Working with NCA footprint partners to continue to advocate for the place based approach 3)Building and starting to operate the new Bury health and care system partnership arrangements (including the Locality Board) to provide confidence and assurance of our arrangements	4	4	16	New					4	4	16	
OCO		3	WB	Market failure of care providers and or risk of reduced workforce availability	Challenging circumstances for care providers, including availability and attractiveness of other jobs	Residential and care providers close or cease to take new residents resulting in increased pressures on the domiciliary market, the NHS and families Not enough home care packages to meet demand Carer breakdown due to increased pressures		01/04/21	5	5	25	Working closely with all providers of care to ensure early warning are in place Real living wage agreed and funded through contracts for all social care packages	4	5	16	New					4	4	16	
OCO		4	WB	Health and Care Transformation	• Nature of COVID19 will impact the delivery of the recovery and transformation programmes	• Unreformed health and care services creating sub optimal outcomes and financially unsustainable services		05/10/20	5	5	25	• Response managed through Bury SILVER • Issues and risks escalated to Recovery and Transformation Board • Focus on quick wins during 2nd wave	5	5	25	Static	04/01/2021			Lesley Jones	3	3	9	

Target Date	Next Risk Review Date
01/12/2023	ongoing
01/11/2021	Mar-22
31/10/2021	Oct-21
31/03/2022	Oct-21
31/12/2021	Oct-21
31/03/2022	Oct-21
31/03/2023	Nov-21
31/03/2023	Nov-21
31/03/2023	Nov-21

Target Date	Next Risk Review Date
31/03/2022	Nov-21
28/02/22	31/12/21
28/02/22	31/12/21
2024/25	Apr-22

Target Date	Next Risk Review Date