

Risk Ref.	Risk Title	Strategic Outcome	Likelihood	Impact	Total Score = L*I	Likelihood	Impact	Target Score = L*I	Risk Owner	Key Potential Impacts	Current Controls	Dept. Risk Reg. Ref.	Planned Actions	Responsible Officer	Risk Action Status	Trend
CR1	Financial Sustainability	Economic Growth and Inclusion	4	4	16	3	3	9	S. Evans	<ul style="list-style-type: none"> Significant deficit increase in Dedicated Schools Grant (DSG) potentially resulting in Department of Education warning and intervention and budget restrictions. Public sector spending cuts/ rising inflation impacting ability to continue to deliver effective services. Winter demands increasing pressure on ASC budgets. 	<ul style="list-style-type: none"> Medium Term Financial Strategy updated, monthly monitoring and the 'Safety Valve' deficit recovery agreement in place; escalation to Executive Team and Members. Reserve Strategy and Financial Management and reporting refresh. Budget Strategy Principles, regular monitoring of budget risk register. 	FN.1	<ul style="list-style-type: none"> OH Recovery Plan agreed; Transformation plan priorities agreed with key stakeholders; review of expenditure and re-baselining undertaken; Additional capital funding secured for in-borough provision. Re-baseline of capital programme and closer working with directorates to identify potential pressures earlier in order to put mitigating actions into place. Continuous refinement of MTFS and budget setting. 	I. Booker / S. Goodwin J. Burn S. Evans	On target	Decreased
CR2	COVID-19 Impact	Strength-based Approach	4	4	16	4	3	12	P. Lakin	<ul style="list-style-type: none"> New variants further impacting social mobility, lower earning income households and impeding economic recovery. 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. 	<ul style="list-style-type: none"> Local Outbreak Plan and partnership working with CCG, AGMA; experience and planning for first outbreak and lockdown generating 'lessons learned' evaluation. Regular liaison with UKHSA, Vaccination Programme, Social Distancing including face covering guidance. Business Continuity Planning/Review/Update. Weekly Health Protection Board and fortnightly Gold meetings providing further assurance. Current outsourcing of some rent reviews and lease renewals. 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. Quarterly Debtors meeting in place to review agreed payment plans and implement new payments plans appropriately. 	OCO-AC.4 BS-PAM.1	<ul style="list-style-type: none"> Review current mitigating controls; follow PHE guidance; regular and prompt communication with staff and residents. Targeted comms and engagement to reduce inequalities in vaccine uptake Continued outsourcing of some rent reviews and lease renewals. Review of capacity and outsourcing arrangements. Ongoing monitoring of income budgets with Finance. Consideration to be given to allowing some business rent free periods in alignment with PHE Inequality and Coronavirus Act 2020. Awaiting outcomes of Government review into grants and rates relief previously provided to businesses, to identify potential fraudulent claims. 	L. Jones L. Gudgeon	On target	Static
CR3	Security & Resilience	Delivering Together	3	5	15	2	5	10	K. Waterhouse	<ul style="list-style-type: none"> Ongoing national threat from terrorism resulting in potential resurgence of terrorist activity and radicalisation of vulnerable members of community. General threat to safety and security of Councilors. External threat to data and systems potentially impacting system functionality/causing a data breach. 	<ul style="list-style-type: none"> Emergency response policies, Prevent initiative, GM Resilience Forum and Tension Monitoring Report. Government guidance shared with parties currently exposed to such attacks. Local Government Assessment Toolkit implemented. Training and updated Cyber Essentials Toolkit in place; PCN accreditation renewed annually. 	CC-IT.4	<ul style="list-style-type: none"> Continued early intervention work and community engagement through the Community Safety Partnership. Democratic Services to undertake a security review regarding arrangements for Councilors. Further training and investment in cyber security to be progressed against IG Action Plan timeframes; continued PSN accreditation; 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. 	K. Waterhouse J. Dennis K. Waterhouse	On target	Increased
CR4	Digital Transformation	Delivering Together	4	4	16	2	4	8	K. Waterhouse	<ul style="list-style-type: none"> Inability to achieve ambition for new ways of working, improved customer and staff experience through delivery of the Digital Strategy. 	<ul style="list-style-type: none"> Placement of Digital Strategy in Transformation programme to ensure visibility and deliverability; additional resource approved within the Transformation Strategy. 	CC-IT.4	<ul style="list-style-type: none"> Review of resources across Council and CCG IT/Digital functions. 	K. Waterhouse	On target	Static
CR5	Increasing demand pressures	Economic Growth and Inclusion	3	5	15	2	4	8	G. Little	<ul style="list-style-type: none"> Failure to meet Homelessness Statutory Function & Delivery. Failure to transform services likely result in the Council failing to meet its statutory obligations. Adults and children's care facing a significant increase in demand for services. 	<ul style="list-style-type: none"> New Homelessness Strategy, increased statutory dispersed accommodation, development of private rented sector and landlord engagement. Regular transformation programme review meetings, scrutiny of the Executive Committee and appropriate reporting to cabinet. Fee setting exercise and cost of care comparisons carried out annually. Close working and relationship building 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. 	CC-HSE.1 OCO-AC.2	<ul style="list-style-type: none"> Development of regular monitoring framework and KPI review, new tenancy sustainment strategy to prevent homelessness and reduce cases in Bury. Development of workforce strategy for the care sector. 	P. Cole A. Crook	On target	Decreased
CR6	Climate Change	Local Neighbourhoods	4	4	16	3	4	12	D. Ball	<ul style="list-style-type: none"> Inability to meet UK 2030 Emissions Target and Bury Climate Manifesto delayed due to covid, potentially impacting future funding. 	<ul style="list-style-type: none"> Greenhouse Gas Emissions Report produced Dec 2020, updating fleet for lower carbon emissions; recruitment to Climate Team Complete. Climate Strategy and Action Plan approved by Cabinet in October 2021. Climate Action Board and forums under establishment. Climate Action Fund open for bids. Partnership work across GM / GM access to funding. Public sector Decarbonisation Funding awarded to Bury. 	OPS.8	<ul style="list-style-type: none"> Continued partnership work across GM. Public Sector Decarbonisation Funding to be spent by end March 2022. Climate Action Funding to be awarded and distributed by end March 2022. First meeting of Climate Action Forums and Board to take place in Q3. 	L. Swann	On target	Static
CR7	ICS Implementation	Strength-based Approach	4	5	20	2	4	8	W. Blandamer	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Working with colleagues across the GM system to ensure the GM ICS operating model creates the conditions for our continued placed based transformation, and NCA footprint partners to continue to advocate for the place based approach; 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). Response managed through Bury SILVER. Issues and risks escalated to Integration Delivery Collaboration. 	OCO-AC.2	<ul style="list-style-type: none"> Transformation plans will continue to be monitored monthly through IIC Board. Transformation Board and Adult Social Care Savings and Transformation Programme. Respectful communication approach to address this agenda; continued work with GM partners. 	W. Blandamer	On target	Decreased
CR8	Elections	Delivering Together	3	3	9	1	5	5	J. Dennis	<ul style="list-style-type: none"> Potential legal challenge and reputational damage if the Council is unable to effectively deliver the May 2022 Elections. Personal liabilities to the Returning Officer. 	<ul style="list-style-type: none"> Election planning to commence early. Review of polling stations and regular reports submitted to member Group. Oversight by the Director of Law and Governance. Legislative changes reviewed regularly to assess impact on Bury. 	CC-ELC.1 CC-ELC.2	<ul style="list-style-type: none"> Regular planning meeting from December 2021 to commence election planning. Enhanced training to staff members on grass skirt count method. Improved communication with candidates and agents. Review of polling boundaries and stations following outcome of the Local Government Boundary Commission review. Separate issues log to track concerns as they arise. Risk assessments of polling station to commence December 2021. Risk assessments of polling station to commence December 2021. 	Elections Manager	On target	Decreased
CR9	Workforce Capability and Capability to Deliver	Economic Growth and Inclusion	4	5	20	2	5	10	L. Ridsdale	<ul style="list-style-type: none"> Workforce capability and capacity insufficient to deliver Council's priorities, including Corporate Plan and Let's Do It priorities and the required budget savings. 	<ul style="list-style-type: none"> Prioritisation through the Corporate Plan resulting in investment in additional capacity in key areas and development of Apprenticeship strategy; policies review; improved utilisation of IT and programme. Transformation strategy, including agreed areas for additions investment. 	CC-HR.2 CC-HR.8	<ul style="list-style-type: none"> Continued prioritisation. Delivery of transformation (Let's Do It Well) work including leadership and a management training and process simplification and improvement. Focused work on behaviours, values and culture. 	S. McVaigh	On target	Decreased
CR10	EU Exit Impacts	Economic Growth and Inclusion	5	3	15	4	2	8	S. Evans	<ul style="list-style-type: none"> Inflation: increased inflationary pressures as a consequence of Brexit and recovery from the pandemic. Disruption to supply chains. Loss of EU funding may, if not replaced by Government, pose a risk to economic and social programmes of the Council. National immigration policies restricting free movement of people could lead to further skills gaps in the workforce. 	<ul style="list-style-type: none"> 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. Complete review of all budgets with a view to a zero based budgeting approach. 	FN.5	<ul style="list-style-type: none"> Continuous refinement of MTFS and budget setting as more information becomes available; engagement with and identification of efficiencies with all departments. Piloting the use of grant finder software to ensure all potential grants to the borough are accessed where appropriate. Use of Kickstart, apprentices and training of existing workforce to ensure a workforce which meets both current and future needs. 	S. Evans	On target	Decreased
CR11	Asset Management (Operational Health and Safety)	Local Neighbourhoods	5	5	25	3	5	15	D. Ball	<ul style="list-style-type: none"> Breach of Health and Safety legislation leading to prosecution under the Corporate Management Act and other Health and Safety Regulations. Council buildings, facilities and premises must provide safe and effective environments for all building occupants that use them. 	<ul style="list-style-type: none"> Recruitment to Head of Corporate Landlord. Corporate Health and Safety independent audit undertaken with formal report, findings and recommendations. Establishment of Estates Transformation Board. Establishment of a "taskforce" to oversee delivery against internal audit recommendations implemented through an improvement plan. 	CC-HSE.1	<ul style="list-style-type: none"> Corporate Landlord function to be established under leadership of the Operations Department dependent on Executive Management team approving 5 year business case and budget. Strengthen Trade Union (TU) role in managing health and safety responsibilities including TU Safety Reps and establishment of joint health and safety committee. Performance reports to be produced to report on health and safety; incidents and accidents; and resultant improvement actions. Accelerated disposals programme to be initiated under the Estates Transformation Project. 	D. Ball / C. Beadworth	On target	Static
CR12	Children's Social Care Services	Economic Growth and Inclusion	4	5	20	2	5	10	I. Booker	<ul style="list-style-type: none"> Children left in harmful situations and risk. High case loads potentially leading to social worker high turnover which then impacts on children, families and partners. A poor Ofsted judgement can lead to further high staff turnover from senior leaders through to frontline staff, making it difficult to do what is most important - turning around services for children, young people and families in need. 	<ul style="list-style-type: none"> CYP Improvement Plan. Development of leadership delivery plan and independently chaired Delivery Board in place from September; IGA review given clear diagnostic; interim leadership in place with increased visibility in workforce. Ofsted inspection taking place 29th - 29th October 2021. Outcomes will drive further action/assurances. Project team in court team has reduced case loads and improved the quality of planning. 	CC-CP.2	<ul style="list-style-type: none"> Strengthen the Delivery Plan to ensure focus on recruitment and retention and ensuring increased stability in the workforce. Strengthen QA processes to ensure audits lead to improved practice. Engage a managed service for Child in Need cases from 8th November to immediately impact on reducing social worker caseloads across the service. 	S. Bruce	On target	Decreased
CR13	Regulatory Compliance	Delivering Together	4	5	20	3	4	12	J. Dennis	<ul style="list-style-type: none"> Failure to meet the requirements of data protection legislation and good information governance practice / serious data breach. 	<ul style="list-style-type: none"> IG strategy developed and resources identified. Appropriate policies and procedures in place compliant to current legislation; DSP1 2020/21 submission; UK GDPR training. 	CC-DS.1	<ul style="list-style-type: none"> IG processes to be mapped; Internal Audit review subject to risk assessment; Comprehensive IG/Cyber Security training programme to be implemented; IG policies and Procedures to be reviewed; DSP1 2020/21 requirements to be assessed. 	M. Connor	Some slippage	Decreased
CR14	Corporate Health & Safety	Economic Growth and Inclusion	4	5	20	2	4	8	S. McVaigh	<ul style="list-style-type: none"> Injury and absence for staff members. Lack of compliance with legislative or regulatory requirements leading to legal action and potentially reputational and financial consequences. Sickness absence impacting on service delivery. 	<ul style="list-style-type: none"> Corporate Health & Safety Advisory Team moved under the leadership of the Director of People & Inclusion. Health & Safety Policies including arrangements for agile workers, mandatory training for all staff. Employee assistance programme in place which incorporates mental well-being support. Comprehensive suite of guidance. 		<ul style="list-style-type: none"> Review of team structure. Refreshed governance arrangements for health and safety. Renewed staff training and communications plan. Renewed reporting and incident management arrangements. 	S. McVaigh	On target	Decreased
CR15	Regeneration & Development	Local Neighbourhoods	3	5	15	1	5	5	P. Lakin	<ul style="list-style-type: none"> Northern Gateway - failure to grasp opportunity presented by the largest regeneration project to impact this part of the country. Challenges faced in driving inclusive growth within the region, impacted by a slow housing market and accessing up to date planning policies. Rising construction inflation and interest rate shifts increasing cost of delivering town centre regeneration and housing programmes. 	<ul style="list-style-type: none"> Active engagement with political advocacy and links to Communications Strategy. Progression of Development Plan through to examination. 		<ul style="list-style-type: none"> Continue to explore funding opportunities. Consider and respond to consultation submissions through the Examination process. 	C. Lague	On target	Static
CR16	Special Educational Needs and Disabilities	Economic Growth and Inclusion	4	5	20	2	5	10	I. Booker	<ul style="list-style-type: none"> Increase in SEND tribunals. Further increase in IGC ombudsman complaints. Further loss of parental trust. Poor compliance in regard to 20 week review targets not met. Statutory deficit reduction targets not met impacting the success of Project Safety Valve. 	<ul style="list-style-type: none"> SEND Assurance Board and plan. Assess future Gov project support around transformation and delivery plan. Recruitment plan. Co-production with strategic partner Bury2gether. Increased capacity in EHCP team. 		<ul style="list-style-type: none"> Further recruitment within SEND at a strategy level. Over establishment of posts in Statutory assessment team to focus on historic backlog. Co-produce and pilot work around EHCP processes bringing parents earlier in the process. Workstreams with schools on both finance and broader inclusion. Focused work on graduated response across Bury to improve consistency of identification. 	Director of Education	On target	Static
CR17	Technical and Legal Compliance with Employment Law and Council Policy Framework	Strength-based Approach	3	4	12	2	4	8	S. McVaigh	<ul style="list-style-type: none"> Breakdown in employee relations, legal challenge with reputational or financial impacts. 	<ul style="list-style-type: none"> Improvement programme driven through the Transformation Strategy. Additional investment in key areas. Trent improvement programme. Strong TU relationships. 	CC-HR.3 CC-HR.4 CC-HR.8	<ul style="list-style-type: none"> Delivery of improvement work. Review of HR structure. Play review as part of Let's Do It Well Transformation Programme. 	S. McVaigh	On target	Decreased