

<b>Report to:</b>	Audit Committee	<b>Meeting Date:</b> 23 July 2025
<b>Subject:</b>	Corporate Risk Register	
<b>Report of</b>	Section 151 Officer	

## Summary

Risk Management is a key part of Bury Council's Code of Corporate Governance and underpins its system of internal control.

The Audit Committee are tasked with the responsibility of reviewing and scrutinising risks where the impact has the potential to disrupt achievement of the Council's priorities. This is achieved by regular review and their seeking assurance that appropriate controls are implemented to manage these risks.

This report provides an updated position with regards to the risks identified and assessed on the Council's Corporate Risk Register up to **30<sup>th</sup> June 2025** with regards to the risks identified and assessed on the Council's Corporate Risk Register. These risks have been considered by the Executive Team as those with the potential to disrupt the Council's strategic objectives and service delivery.

Furthermore, this report provides the Audit Committee with an analysis of the 2024/2025 Corporate Risk Register to support their annual review of strategic risks and the approach taken to their management.

A total of **28** risks are present on the Corporate Risk Register and have been identified as those of a genuine corporate nature and are summarised as follows:

**17** risks are currently rated as Significant (risk score 15-25)

**10** risks are currently rated as High (risk score 8-12)

**1** risk is currently rated as Moderate (risk score 4-6)

- **1** has increased in score
- **1** has decreased in score
- **22** have remained static
- **4** have been newly introduced
- **3** are proposed for closure

## Recommendation(s)

1. Members note this report;
2. Approve the closure of CR3 – Security and Resilience, CR7 – Effect of ICB Establishment and Budget pressures and CR34 – Sure Maintenance Contract;
3. Note and approve the revised Risk Management Strategy

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## Background

This report provides an update on progress made in relation to the Corporate Risk Register as of 30 June 2025. It highlights the continued efforts to embed a strong risk management culture across the Council. Going forward, the full Register will be presented to the Audit Committee on an annual basis, with the next update scheduled for the December meeting. However, Appendix A reflects those risks on the Register that are new or have changed.

## Key Considerations

The work progressed during this reporting period reflects progress toward providing the Audit Committee with adequate assurance of dynamic corporate risk management. The Corporate Risk Register represents a collation of risks identified and assessed as significant risks to Bury Council.

The following heat maps reflect the current and target risk profile in respect to those risks on the register:

**Current**

Impact	5		3	3	6	4
	4	1		7	3	1
	3					
	2					
	1					
		1	2	3	4	5
Likelihood						

**Target**

Impact	5	1	6	4	1	
	4	1	8	5	1	
	3			1		
	2					
	1					
		1	2	3	4	5
Likelihood						

## Community impact / Contribution to the Bury 2030 Strategy

Ensuring compliance with Financial Procedures and Policies

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## Equality Impact and considerations:

24. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to -*

- (a) *eliminate discrimination, harassment, victimisation and any other conduct that is*

*prohibited by or under this Act;*

(b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*

(c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

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### **Assessment and Mitigation of Risk:**

The following risks apply to the decision:

<b>Risk / opportunity</b>	<b>Mitigation</b>
<ul style="list-style-type: none"><li>• Failure to identify and own major risks that may prevent the Council from achieving one or more of its objectives.</li><li>• Failure to ensure that the major risks are being managed.</li></ul>	<ul style="list-style-type: none"><li>• Review of risk management arrangements at Corporate level.</li><li>• Review of the Council's risk management strategy and arrangements for the maintenance of risk registers.</li><li>• Review the associated information management system and reporting arrangements.</li><li>• Regular review of a Corporate Risk Register in alignment with the revised risk management strategy.</li></ul>

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### **Consultation:**

N/a

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### **Legal Implications:**

The Council constitution sets out that the Audit Committee is responsible for providing assurance on the Council's audit, governance (including risk management and information governance) and financial processes in accordance with the functions scheme. Under the Account and Audit Regulations 2015, Authorities must undertake an effective internal audit to evaluate the effectiveness of their risk management, control and governance processes. Consideration must be given to the Public Sector Internal Audit Standards (PSIAS) and sector specific guidance.

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**Financial Implications:**

Mitigating some of the risks may require financial resources and a number of risks are around organisational and services financial resilience.

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**Background papers:**

- Appendix A Corporate Risk Register (for Risks that have changed or are new only)
- Appendix B Risk Management Strategy July 2025

**Please include a glossary of terms, abbreviations and acronyms used in this report.**

Term	Meaning
CC	Corporate Core Department
CYP	Children and Young People's Department
H&C	Health & Care Department
PLC	Place Department

## Risk Register Update

### 1. Introduction

- 1.1. This report provides an updated position in respect to those risks that have been identified and assessed as significant risks to Bury Council, collectively referred to as the Corporate Risk Register.
- 1.2. The report presents the risk position and status up to 30<sup>th</sup> June 2025 and is the first report for the current financial year.
- 1.3. Furthermore, the report provides an analysis of the 2024/2025 year in review with regard to strategic risks present on the Corporate Risk Register.

### 2. Background

- 2.1. The Executive Team have developed a risk register that captures events and circumstances which had the potential to disrupt the Council's ability to meet its strategic and operational objectives.
- 2.2. The Corporate Risk Register captures the Council's key strategic risks agreed by the Executive Team and categorised as warranting regular scrutiny to help the Council minimise future risks and adverse implications. Additionally, it details the existing controls that provide some level of assurance and identifies planned actions being undertaken to mitigate these risks.
- 2.3. Assessment of each risk has been performed in accordance with the Risk Matrix, included within the Council's Risk Management Strategy.

### 3. Corporate Risk Register

- 3.1. The Corporate Risk Register captures risks identified as significant to delivery of the Council's key objectives, irrespective of their current scoring.
- 3.2. There are currently 28 risks on the Corporate Risk Register which have been reviewed or added by the Risk Owner during the last period and assessed to: update the progression of mitigating actions; consider the level of assurance provided by existing controls; and re-evaluate both the likelihood and impact, in order to determine whether the risk score should be increased, decreased or remain static.
- 3.3. Of the 28 risks, 18 (62%) are rated as significant:

No. Risks	Low (1-3)	Moderate (4-6)	High (8-12)	Significant (15-25)
28	0	1	10	17

- 3.4. The following table presents the risks as split across Council directorates:

Department	No. Risks	Low (1-3)	Moderate (4-6)	High (8-12)	Significant (15-25)
CC	15		1	5	9
CYP	4			1	3
H&C	5			2	3
PLC	4			2	3
TOTAL	28		1	10	17

3.5 In exercising their duty to scrutinise those risks presented, the Audit Committee are requested to consider the points below in relation to the information detailed for each risk:

- Does the Key Potential Impact accurately describe the real risk to the Council?
- Are the risk scores (Current and Target) reflective of the current position?
- Are the Current Controls still operating effectively?
- Do the Current Controls articulate how they contribute to managing the risk?
- Have or will the Planned Actions achieve or go towards mitigating the risk further?
- Horizon scanning – Is the Committee aware of any significant changes that could affect the risk in the future?

## 4 Trend Analysis

4.1 This section of the report reflects the current position of each risk following review by the Risk Owner:

### Risks that have increased in score

4.2 During this reporting period, 1 risk has increased in score:

- **CR20 – Increasing Energy Prices**

### Risks that have decreased in score

4.3 During this reporting period, 1 risk has decreased in score:

- **CR34 – Sure Maintenance Contract** (*proposed for closure*)

### Risks that have remained static

4.4 During this reporting period, 22 risks have remained static:

- **CR1 – Financial Sustainability**
- **CR3 – Security and Resilience**
- **CR4 – Digital Transformation**
- **CR5 – Increasing Demand Pressures**
- **CR6 – Climate Change**
- **CR7 – ICB Implementation and Establishment** (*proposed for closure*)
- **CR9 – Workforce Skills and Capability**
- **CR11 – Building Management (Operational Health and Safety)**
- **CR12 – Children's Social Care Services**
- **CR13 – Regulatory Compliance**
- **CR15 – Regeneration and Development**
- **CR16 – SEND**
- **CR19 – Financial Capacity**
- **CR23 – Adult Social Care Reforms and CQC Inspection**
- **CR28 – Asylum and Immigration**
- **CR29 – RAAC**
- **CR30 – Staff Safety**
- **CR31 – Staff Wellbeing and Absence**
- **CR33 – Housing Services Transition**
- **CR35 – Insurance Cover**

- **CR36 – Project Safety Valve Agreement Delivery**
- **CR37 – Meeting Children’s needs better, Sooner and more cost effectively**

#### **Risks that have not been reviewed**

- 4.5 During this reporting period, **0** risks have not been reviewed by their assigned Risk Owners

#### **Risks that have reached their target level**

- 4.6 **6** risks have reached their target level:
- **CR11 – Building Management** (*Target increased from a score of 15 to 20 at this review. To remain for oversight*)
  - **CR12 – Children’s Social Care Services** (*to remain for oversight*)
  - **CR13 – Regulatory Compliance** (*to remain for oversight*)
  - **CR23 – Adult Social Care Reforms and CQC Inspection** (*to remain for oversight*)
  - **CR31 – Staff Wellbeing and Absence** (*to remain for oversight*)
  - **CR34 – Sure Maintenance Contract** (*proposed for closure*)

#### **New risks**

- 4.7 During this reporting period **5** new risks have been added to the Corporate Risk Register:
- **CR38 - Destabilisation of Health and Care System**
  - **CR39 - Financial Pressures in NHS GM and Impact of NHS Structural Changes on Locality Working** (*following the closure of CR7*)
  - **CR40 – Community Tension and Global Conflicts** (*following the closure of CR3*)
  - **CR41 – Cyber Crime and Digital Threats** (*following the closure of CR3*)

### **5 Risks Presented for Closure**

- 5.1 Since the last meeting of the Audit Committee, **3** risks have been identified as recommended for closure:

- **CR3 – Security and Resilience**
- **CR7 – ICB Implementation and Establishment**
- **CR34 – Sure Maintenance Contract**

#### **5.2 CR3 – Security and Resilience**

This has been split into 2 new risks of **CR41 - Community Tensions and Global Conflicts** and **CR42 - Cyber Crime and Digital Threats** to separate the key potential impacts, mitigations and planned actions for each area, and to provide a clear and distinct audit trail.

#### **5.3 CR7 - ICB Implementation and Establishment**

This risk encompasses both the establishment of the Integrated Care Board (ICB) and the financial pressures it faces. The aspect relating to the ICB’s formation has now been superseded by a newly identified risk concerning NHS structural changes. Specifically, there is a potential threat to place-based working, arising from proposed substantial reductions in the ICB’s running costs.

- 5.4 However, the financial risk associated with the ICB’s current position remains significant. There are considerable financial pressures within both the ICB and NHS providers, which could have downstream impacts on local authority services, particularly in adult social care and children’s services, through

increased demand and associated costs.

- 5.5 Due to the change to this risk and to provide a clear and distinct audit trail, CR7 has been closed, with new risks of **CR38 - Destabilisation of Health and Care System** and **CR39 - Financial Pressures in NHS GM and Impact of NHS Structural Changes on Locality Working** being introduced.

- 5.6 **CR34 – Sure Maintenance Contract**  
The risk has been mitigated, and target score reached.

## 6 Deep Dives

- 6.1 At the previous meeting, the Audit Committee did not request a Deep Dive report for any corporate risks.
- 6.2 If the Audit Committee require further discussion and closer scrutiny of specific risks, they are requested to select up to two risks from the open risks captured on the Corporate Risk Register, for Deep Dive analysis at their subsequent meeting.

## 7 Risk Management Strategy

- 7.1 Since June 2020, significant work has been undertaken to implement a robust approach to risk management across Bury Council, commencing with the introduction of a framework that was rolled out across all directorates. This was later supplemented with information and guidance sessions department by department to further embed a culture of dynamic risk identification and proactive management.
- 7.2 Risk Owners moved toward a comfortable rhythm of analysing risks due for review in the relevant reporting month and including risk as a standing item on departmental team meetings.
- 7.3 Following the appointment of a Risk Manager in March 2023, risk management has remained an effective and integral part of the Council's governance and decision-making arrangements. A positive risk management culture within Bury continues to be promoted, along with implementing the risk management framework and approach, and continuing with the development of an effective infrastructure for managing and reporting risk across the Council.
- 7.4 The Council and Risk Manager are keen to further improve their approach to risk management in order to mitigate any potential factors that will affect the Council's objectives, and the Risk Management Strategy was reviewed and approved in July 2024 in order to support this.
- 7.5 The Strategy has been reviewed by the Risk Manager, reviewed and approved by the Executive Leadership Team and is presented at Appendix B for your approval.
- 7.6 There are no substantial changes to the Strategy, aside from minor adjustments in wording.
- 7.7 The key points of the Strategy are as follows:
1. The Aim, which sets out how risk management is seen as a key element in the successful achievement of Council's priorities and that it is also an essential dimension of the Corporate Plan
  2. How effective risk management has a number of benefits
  3. The roles and responsibilities of Officers
  4. Risk and risk management definitions
  5. A toolkit of identifying, analysing, prioritising, managing, monitoring and reporting of risk

## 8 Year in Review

- 8.1 This section of the report provides an analysis of the management of the risks present on the Corporate Risk Register during the financial year 2024/2025.

### Risk scoring at each Audit Committee

- 8.2 During the course of 2024/2025, an average number of 24 risks have been recorded each quarter on the Corporate Risk Register. Each event has been identified by the Executive Team as having the potential to adversely impact the Council's strategic objectives.
- 8.3 Over this period, an average of 65% of these risks have been scored as Significant.
- 8.4 Qualitatively, this implies a likelihood of "likely to almost certain" and an impact of "high to severe".

Audit Committee Date	No. Risks	Low (1-3)	Moderate (4-6)	High (8-12)	Significant (15-25)	% of Risks scored (15-25)
25/7/24	23	0	1	8	14	61%
29/10/24	24	0	0	8	16	67%
11/02/25	23	0	0	7	16	70%
8/4/25	25	0	1	9	15	60%
2023/24 average	24	0	1	8	15	65%

### Risks closed during the financial year

- 8.5 The risks included in the table below were approved for closure by the Audit Committee as a result of successful execution of mitigating actions and implementation of robust controls, demonstrating adequate assurance that the risk no longer posed a threat to the Council's key objectives.

Risk	Key Potential Impact	Risk Score	Target Risk Score	Date Closed
CR32 General Election	Failure to effectively implement the Election	12	8	October 2024

### Risks closed and redefined during the financial year
















- 8.6
- **CR21 – Project Safety Valve**  
Reintroduced as CR36 – Project Safety Valve Agreement Delivery.












### New Risks added during the financial year

- 8.7
- **CR33 – Housing Services Transition**
  - **CR34 – Sure Maintenance Contract**
  - **CR35 – Insurance Cover**
  - **CR36 – Project Safety Valve Agreement Delivery**
  - **CR37 – Meeting Children's needs better, sooner and more cost effectively**

## Risks monitored throughout the financial year

8.8 The table below provides an annual profile of each risks' score at every Audit Committee meeting review.

Risk	Year End Score	Risk Score				Target Risk Score	Annual Profile
		Jul '24	Oct '24	Feb '25	Apr '25		
CR1 Financial Sustainability	25	25	25	25	25	10	
CR3 Security and Resilience	20	20	20	20	20	10	
CR4 Digital Transformation	12	12	12	12	12	8	
CR5 Increasing Demand Pressures	15	15	15	15	15	12	
CR6 Climate Change	20	20	20	20	16	12	
CR7 ICS Implementation and Establishment	12	12	12	12	12	8	
CR9 Workforce Skills and Capability	20	20	20	20	20	15	
CR11 Building Management (Operational Health and Safety)	20	20	20	20	20	20	
CR12 Children's Social Care Services	10	10	10	10	10	10	
CR13 Regulatory Compliance	12	12	12	12	12	12	
CR15 Regeneration and Development	25	25	25	25	25	15	
CR16 Special Educational Needs and Disabilities	25	25	25	25	25	10	
CR19 Financial Capacity	20	20	20	20	20	8	
CR20 Increasing Energy Prices	8	8	8	8	8	8	
CR21 Project Safety Valve	25	25	25	15	15	10	

CR23 Adult Social Care Reform	10	10	10	10	10	12	
CR25 Housing Conditions	9	6	-	-	-	6	
CR28 Asylum and Immigration	25	20	20	20	20	15	
CR29 Reinforced Autoclaved Aerated Concrete (RAAC)	15	15	15	15	10	5	
CR30 Staff Safety	16	12	16	16	16	8	
CR31 Staff Wellbeing and Absence	16	16	16	16	12	12	
CR32 General Election	12	12	12	-	-	8	
CR33 Housing Services Transition	-	15	15	12	12	10	
CR34 Sure Maintenance Contract	-	-	10	10	5	4	
CR35 Insurance Cover	-	-	15	15	15	10	
CR36 Project Safety Valve Agreement Delivery	-	-	-	-	15	10	
CR37 Meeting Children's needs better, sooner and more cost effectively	-	-	-	-	20	16	