

Report to:	Audit Committee	Meeting Date: 08 December 2025
Subject:	Corporate Risk Register	
Report of	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 **28 November 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.

A total of **27** 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)

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

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

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

Recommendation(s)

1. Members note this report;
2. Approve the closure of CR33 – Housing Services Transition, CR34 – Sure Maintenance Contract

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Background

This report provides an update on progress made in relation to the Corporate Risk Register as of 28 November 2025. It highlights the continued efforts to embed a strong risk management culture across the Council. Appendix A reflects those risks on the Register that have been reviewed.

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	1	2	3	5	3
	4	2		5	3	2
	3			1		
	2					
	1					
		1	2	3	4	5
		Likelihood				

Target

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

Community impact / Contribution to the Bury 2030 Strategy

Ensuring compliance with Financial Procedures and Policies

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.*

Assessment and Mitigation of Risk:

The following risks apply to the decision:

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

Consultation:

N/a

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.

Financial Implications:

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

Background papers:

- Appendix A Corporate Risk Register

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 28 November 2025.

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 27 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;
 - 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 27 risks, 18 (63%) are rated as significant:

No. Risks	Low (1-3)	Moderate (4-6)	High (8-12)	Significant (15-25)
27	0	3	7	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		2	4	9
CYP	4			1	3
H&C	4			1	3
PLC	4		1	1	2
TOTAL	27		3	7	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, 3 risks have increased in score:

- **CR38 – Destabilisation of Health and Care System**
- **CR39 – Financial Pressures in NHS GM and Impact of NHS Structural Changes on Locality Working**
- **CR40 – Community Tensions and Global Conflicts**

Risks that have decreased in score

4.3 During this reporting period, 4 risks have decreased in score:

- **CR4 – Digital Transformation**
- **CR29 – Reinforced Autoclaved Aerated Concrete (RAAC)**
- **CR34 – Sure Maintenance Contract** (*proposed for closure*)
- **CR41 – Cyber Crime and Digital Threads**

Risks that have remained static

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

- **CR1 – Financial Sustainability**
- **CR5 – Increasing demand pressure for Adult Social Care**
- **CR6 – Climate Change**
- **CR8 – Elections**
- **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**
- **CR20 – Increasing Energy Prices**
- **CR23 – Adult Social Care Reforms and CQC Inspection**
- **CR28 – Asylum and Immigration**

- **CR30 – Staff Safety**
- **CR31 – Staff Wellbeing and Absence**
- **CR33 – Housing Services Transition (Proposed for Closure)**
- **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, all risks have not been reviewed by their assigned Risk Owners

Risks that have reached their target level

- 4.6 7 risks have reached their target level:
- **CR11 – Building Management**
 - **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)*
 - **CR29 – Reinforced Autoclaved Aerated Concrete (RAAC)** *(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 1 new risk has been added to the Corporate Risk Register:












- **CR8 - Elections**

5 Risks Presented for Closure

- 5.1 Since the last meeting of the Audit Committee, 2 risks have been identified as recommended for closure:

- **CR33 – Housing Transition**
- **CR34 – Sure Maintenance Contract**

- 5.2 **CR34 – Sure Maintenance Contract and C33 Housing Transitions**
The risks have been mitigated, and target scores reached.

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	