Classification:	Decision Type:
Open	N/a

Report to:	Audit Committee	**Meeting Date:** 22 July 2026	
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 as at **19th June 2026** with regards to an overview of 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. The Register is presented within Appendix A, which reflects material changes to risk narrative or amendments to risk scores only. The full Register is presented annually.

A total of **23** risks are present on the Corporate Risk Register and have been identified as those of a genuine corporate nature and are summarised as follows:

16 risks are currently rated as Significant (risk score 15-25)
7 risks are currently rated as High (risk score 8-12)

Of the **23** risks:

- **0** have increased in score
- **2** have decreased in score
- **21** have remained static
- **5** contain a material change, presented within the Corporate Risk Register in Appendix A.

Recommendation(s)

1. Review the material changes to the Corporate Risk Register Report at Appendix A
2. Note the Risk Matrix at Appendix B
3. Review the Deep Dive Report received at Appendix C

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Background

This report provides an update on progress made in relation to the Corporate Risk Register as at 19 June 2026. It highlights the continued efforts to embed a strong risk management culture across the Council. The full Corporate Risk Register is presented annually to the Audit Committee. Appendix A highlights the five risks where a material change has occurred since the previous review, with details of those changes set out in Section 6. The analysis contained within this report, however, reflects the position across all risks on the Corporate Risk Register.

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

Target

Impact					
5		5	3	1	
4		7	4	1	
3			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**
• 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.	• 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:

- Corporate Risk Register at Appendix A
- Risk Matrix at Appendix B

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 material changes to 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 19th June 2026 and the Corporate Risk Register is presented within Appendix A.

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 **23** risks on the Corporate Risk Register which have been reviewed 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 23 risks, 16 (70%) are rated as significant:

No. Risks	Low (1-3)	Moderate (4-6)	High (8-12)	Significant (15-25)
23	0	0	7	16

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	12			3	9
CYP	3			1	2
H&C	4			2	2
PLC	4			1	3
TOTAL	**23**			**7**	**16**

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, **0** risks have increased in score:

Risks that have decreased in score

4.3 During this reporting period, **2** risks have decreased in score:

- **CR16 Special Educational Needs and Disabilities**
- **CR38 Destabilisation of Health and Care System**

Risks that have remained static

4.4 During this reporting period, **21** risks have remained static:

- **CR1 Financial Sustainability**
- **CR4 Digital Transformation**
- **CR5 Increasing Demand Pressures for Adult Care**
- **CR6 Climate Change**
- **CR9 Workforce Skills & Capability**
- **CR11 Building Management (Operational Health & Safety)**
- **CR12 Children's Social Care Services**
- **CR13 Regulatory Compliance**
- **CR15 Regeneration & Development**
- **CR19 Financial Capacity**
- **CR20 Increasing Energy Prices**
- **CR23 Adult Social Care Reforms**
- **CR28 Asylum & Immigration**
- **CR30 Staff Safety**
- **CR31 Staff Wellbeing & Absence**
- **CR35 Insurance Cover**
- **CR37 Meeting Children's Needs Better, Sooner and More Cost Effectively**
- **CR39 Financial Pressures in NHS GM and Impact of NHS Structural Changes on Locality Working**
- **CR40 Community Tensions and Global Conflicts**
- **CR41 Cyber Crime and Digital Threats**
- **CR43 Increase in Fuel and Oil Costs**

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 **7** risks have reached their target level:

- **CR4 Digital Transformation**
- **CR11 Building Management (Operational Health & Safety)**
- **CR12 Children's Social Care Services**
- **CR13 Regulatory Compliance**
- **CR28 Asylum & Immigration**
- **CR31 Staff Wellbeing & Absence**
- **CR41 Cyber Crime and Digital Threats**

New risks

4.7 During this reporting period **0** new risks have been added to the Corporate Risk Register

5 Risks Presented for Closure

5.1 Since the last meeting of the Audit Committee, **0** risks have been identified as recommended for closure

6 Material Changes

6.1 Since the last meeting of the Audit Committee, **5** risks contain material changes and are presented within the Corporate Risk Register at Appendix A:

6.2 **CR16 – SEND**

The risk description has been updated to reflect the evolution of the risk from delivery of the Priority Impact Plan to the achievement of sustained improvements in outcomes for children and young people with SEND and delivery of the national SEND reforms. This provides better alignment with the current controls, planned actions and assurance position.

In light of the positive assurance received through recent monitoring and stock take activity, which has confirmed progress in delivering the Priority Impact Plan and wider improvement programme, the current risk score has been reduced from 25 to 20 (4 x 5).

6.3 **CR23 Adult Social Care Reforms**

The risk target score reflects a reduction from 12 to 8, due to increased confidence in the effectiveness of governance, performance monitoring and transformation arrangements within Adult Social Care.

6.4 **CR28 – Asylum and Immigration**

The risk score remains unchanged at 15. However, there have been material changes to the risk narrative and control environment. These include increased rough sleeping and street homelessness linked to migration pathways and Home Office/Serco placements, emerging impacts arising from asylum reform on Children's and Education Services, and the implementation of new strategic mitigation measures including the Temporary Accommodation Strategy, Homelessness Strategy and Empty Homes Programme.

6.5 **CR38 – Destabilisation of Health and Care System**
The risk has decreased in score from 16 to 12 during this review, reflecting increased confidence in the management of NHS Greater Manchester restructuring through strengthened partnership working, governance arrangements and active involvement in the development of future operating models. The risk remains under close review given the scale of ongoing NHS organisational change.

6.6 **CR40 – Community Tensions and Global Conflicts**
Whilst the risk score remains static at 16, the narrative reflects a material change in the external risk environment. The increase in the UK National Terrorism Threat Level from SUBSTANTIAL to SEVERE following the Golders Green terrorist attack, together with heightened concerns regarding extremism and community tensions, represents a significant development. Mitigation and preparedness activities have been strengthened accordingly, including enhanced protective security arrangements and preparations for Martyn's Law implementation. A Deep Dive is submitted at Appendix C.

7 Deep Dives

7.1 At the previous meeting, the Audit Committee requested a Deep Dive regarding **CR40 – Community Tensions and Global Conflicts**, contained within Appendix C.

8 Risk Management Strategy

8.1 The Strategy requires annual review which has been undertaken, and is presented at Appendix D for your approval.

8.2 There are no changes from last year's approved Strategy.

8.3 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