

Report to:	Audit Committee	Meeting Date: 19 October 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 **18th September 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 a new risk, and material changes to risk narrative or amendments to risk scores only. (The full Register is presented annually).

A total of **24** risks are present on the Corporate Risk Register and have been identified as those of a genuine corporate nature and are summarised as follows:

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

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

Of the **24** risks:

- **2** have increased in score (reflected on Appendix A)
- **0** have decreased in score
- **21** have remained static
- **1** is newly introduced (reflected on Appendix A)

Recommendation(s)

1. Review the material changes and new risk on the Corporate Risk Register at Appendix A
2. Note the Risk Matrix at Appendix B

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Background

This report provides an update on progress made in relation to the Corporate Risk Register as at 18th September 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 reflects one new risk, and two risks where a material change has occurred since the previous review; details of those changes within 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	3	5	2
	4			3	5	2
	3				1	1
	2					
	1					
		1	2	3	4	5
		Likelihood				

Target

Impact	5		4	3	1	
	4		8	4	1	
	3			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:

- 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 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 18th September 2026 and the Corporate Risk Register is presented within Appendix A, for new and material changes to risks only.

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 at Appendix B.

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 **24** 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 24 risks, 18 (75%) are rated as significant:

No. Risks	Low (1-3)	Moderate (4-6)	High (8-12)	Significant (15-25)
24	0	0	6	18

- 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	4			1	3
H&C	4			2	2
PLC	4				4
TOTAL	24			6	18

- 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, 2 risks have increased in score:
- **CR4 Digital Transformation**
 - **CR20 Increasing Energy Prices**

Risks that have decreased in score

- 4.3 During this reporting period, 0 risks have decreased in score:

Risks that have remained static

- 4.4 During this reporting period, 21 risks have remained static:
- **CR1 Financial Sustainability**
 - **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**
 - **CR16 Special Educational Needs and Disabilities**
 - **CR19 Financial Capacity**
 - **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**
 - **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**
 - **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 **6** risks have reached their target level:
- **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 **1** new risks have been added to the Corporate Risk Register:
- **CR44 Bury Youth Justice Service Delivery**

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, **2** risks contain material changes and are presented within the Corporate Risk Register at Appendix A:

6.2 CR4 Digital Transformation

The current risk score has increased from 8 to 12 (previously 2 x 4, now 3 x 4).

The risk has been broadened to reflect the Council's increasing reliance on successful digital transformation and the effective adoption of Artificial Intelligence, together with the potential impacts on productivity, service delivery, financial sustainability, cyber security, information governance and organisational resilience. The increase reflects a clearer understanding of the scale and complexity of the risk, rather than a deterioration in controls.

A review of the Council's digital landscape is nearing completion, establishing a baseline for future investment and identifying priorities for system modernisation and digital transformation. The Digital Roadmap report and supporting business case are being finalised for presentation in October and will set out the vision for DDaTs Lets Do It! Digital Transformation programme.

Initial findings indicate that investment will be required to modernise the Council's digital estate, address legacy technology risks and support future service transformation. Failure to secure the required investment would increase the likelihood of service disruption, cyber security and resilience vulnerabilities, escalating support and maintenance costs, reduced workforce productivity and an inability to deliver planned transformation benefits, efficiency savings and improved outcomes for residents.

The increase in likelihood reflects the emerging evidence from the review regarding the scale of investment and transformation activity required to deliver the Council's digital ambitions and mitigate risks associated with ageing technology infrastructure.

6.3 CR20 Increasing Energy Prices

The current risk score has increased from 12 to 20 (previously 3x4, now 5x4).

The likelihood score has increased following renewed volatility in global energy markets linked to international conflict and geopolitical tensions. Whilst mitigation measures remain in place, the risk owner considers there to be a greater probability of adverse financial impacts from energy price fluctuations than at the previous review.

7 Deep Dives

- 7.1 At the last meeting of the Audit Committee, no Deep Dives were requested to be presented today.