

Corporate Risk Register 2026/27

19th October 2026

(Material changes only)

SUMMARY

Risk Ref	Risk Title	Likelihood	Impact	Score
CR1	Financial Sustainability	5	5	25
CR4	Digital Transformation	3	4	12
CR5	Increasing Demand Pressures	3	5	15
CR6	Climate Change	4	4	16
CR9	Workforce Skills & Capability	4	5	20
CR11	Building Management	4	5	20
CR12	Children's Social Care Services	2	5	10
CR13	Regulatory Compliance	3	4	12
CR15	Regeneration & Development	5	5	25
CR16	Special Educational Needs & Disabilities	4	5	20
CR19	Financial Capacity	4	5	20
CR20	Increasing Energy Prices	5	4	20
CR23	Adult Social Care Reforms	2	5	10
CR28	Asylum & Immigration	3	5	15
CR30	Staff Safety	4	4	16
CR31	Staff Wellbeing & Absence	3	4	12
CR35	Insurance Cover	3	5	15
CR37	Meeting Children's needs better, sooner and more cost effectively	5	4	20
CR38	Destabilisation of Health & Care System	4	3	12
CR39	Financial Pressures in NHS GM and Impact of NHS Structural Changes on Locality Working	4	5	20
CR40	Community Tensions and Global Conflicts	4	4	16
CR41	Cyber Crime and Digital Threats	5	3	15
CR43	Increase in fuel and oil costs	4	4	16
CR44	Bury Youth Justice Service Delivery	4	4	16

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR4	Digital Transformation Digital transformation risks in local government stem from the challenges of adopting new technologies to improve services and operations. Key risks include outdated infrastructure, insufficient staff training, resistance to change, and data security vulnerabilities. Failure to effectively implement digital solutions could lead to inefficiencies, increased costs, data breaches, and missed opportunities for service improvements, ultimately impacting public trust and operational effectiveness												
		3	4	12	2	4	8	3	4	12	2	4	8

Risk Owner	K. Waterhouse
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Cramp	On target	Increased	December 2026

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> Failure to deliver digital transformation and adopt AI effectively may result in reduced productivity, inefficient service delivery, increased operational costs, heightened cyber and information governance risks, and an inability to meet evolving customer expectations. 	<ul style="list-style-type: none"> Digital Strategy and Roadmap agreed through Performance & Delivery Board, Digital Board established to monitor and ensure progress against plan. Additional resources agreed through PDT & Finance Board to commission a review of the 	<ul style="list-style-type: none"> Finalise and present the Digital Roadmap and supporting business case. Seek approval for investment priorities identified through the digital landscape review.

This could adversely affect the Council's financial sustainability, organisational resilience, regulatory compliance, reputation, and ability to achieve its strategic priorities.

digital strategy and produce a fully costed 4 year plan to support the MTFS.

- Assistant Director of DDAT started 3rd August
- Investment in new technologies approved within the Capital Programme including, replacement hardware, specialist back up and new Wi-Fi coverage
- Additional budget agreed to match commitment to revenue based cloud systems as opposed to replacing on premise infrastructure via capital spend.
- Digital Board now in place

- Develop and implement a phased programme of digital and technology modernisation.
- Monitor delivery and risk reduction benefits through established governance arrangements.

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CR20	Increasing Energy Prices Rising energy prices pose a significant financial risk to local governments, leading to higher operational costs for public buildings, infrastructure, and services. This may strain budgets, reduce funding for other essential services, and increase the cost of public utilities.	5	4	20	3	4	12	5	4	20	2	4	8

Risk Owner	P. Lakin
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
P. Lakin	Some slippage	Increased	December 2026

Key Potential Impacts	Current Controls	Planned Actions
<ul style="list-style-type: none"> Impact of oil price shock due to Ukraine/Russia and Iran/USA conflict causing significant energy price inflation Additional building running costs 	<ul style="list-style-type: none"> Delivery of the following building decarbonisation measures using funding from the Public Sector Decarbonisation Scheme (PSDS): <ul style="list-style-type: none"> - 6 x solar PV - 2 x double glazing - 1 x new variable refrigerant flow (VRF) heating system. PMH Regular updates provided to Exec Team and to Schools in relation to costs. Newly developed mandatory Carbon Literacy Training module available for staff and now mandatory. 	<ul style="list-style-type: none"> Building/Estate Rationalisation Programme - reviews currently taking place. Centralising energy budgets across the Council to be managed by the Energy Team going forward. Further energy saving opportunities being investigated. Feasibility study currently underway to evaluate a heat network in Bury Town Centre to secure stable energy costs in

	<ul style="list-style-type: none"> • Streetlighting LED replacement programme remains underway. • New water supply contract procured and commenced on 01/11/23. This includes schools, all corporate buildings and selected 3rd party organisations. • Establishment of Energy Manager role within CAFM Service to monitor and reduce energy use (traded service) • Street lighting LED replacement programme approved as a further savings option for delivery during 2023/24 and 2024/25. 	<p>the future. Study findings due to be produced in April 2025.</p> <ul style="list-style-type: none"> • Cabinet Report for solar photovoltaic project to be resubmitted following estate evaluation in line with Bradley Fold regeneration plans • Engagement with The MET to address energy and capital costs associated with this operation. • In year actual and forecast modelling to provide accurate current projected reduction • MEP improvements to be delivered in maintenance backlog programme
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CR44	Bury Youth Justice Service Delivery Bury has established its own Youth Justice Service, disaggregating from a joint Bury & Rochdale service. Gaps existed in the offer to Bury young people previously and the Partnership needs to provide a full range of services to meet the needs of vulnerable young people involved or at risk of involvement with the criminal justice system. The transition and disaggregation process is complex and requires ongoing management as the Bury service establishes itself.												
		4	4	16	-	-	-	4	4	16	2	4	8

Risk Owner	J. Richards
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Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
L. Sowden	-	New	December 2026

Key Potential Impacts <ul style="list-style-type: none"> Increased numbers of children and young people entering or re-entering the criminal justice system. Failure to meet statutory Youth Justice responsibilities and national standards. 	Current Controls <ul style="list-style-type: none"> Dedicated Bury Youth Justice Service established. Multi-agency Youth Justice Partnership Board in place. Governance and performance reporting arrangements established. 	Planned Actions <ul style="list-style-type: none"> Establishing our own Management Information System. Establishing a dedicated base for service delivery for the service in the centre of Bury. Working with partners to address gaps in current provision by the youth justice
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- Poor outcomes for vulnerable children and young people, including those at risk of serious youth violence, exploitation and reoffending.
- Reputational damage to the Council and Youth Justice Partnership.
- Increased financial pressures arising from higher levels of intervention, enforcement and placement costs.
- Reduced confidence from partners, inspectors and regulators

- Recruitment and workforce planning arrangements in place.
- Recruitment and appointment of an experienced service manager
- Service plan and improvement programme being delivered.
- Regular monitoring against Youth Justice Board performance measures.
- Partnership arrangements with Greater Manchester Police, Probation, Health and Education services.

- service partnership for Bury young people.
- Rigorous oversight by the Bury Youth Justice Board.
 - Continued engagement with the national Youth Justice Board to discuss progress and access external expertise as required