

Risk	Risk Description	Risk Owner	Inherent Risk Score	Existing Control Measure	Existing Control Measure Description	Residual Risk Score	Risk Category	Target Risk Level	Action Plan Title	Action Plan Description	Action Plan Owners
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Items in Group: 17

Chorley Council Strategic Risk Register

R1 - Failure to realise the value of large investments	Failure to realise the value of large scale investments linked to the capital programme delivery and oversight	Chris Sinnott (Chief Executive (Chorley and South Ribble))	16	Budget setting process	Budget setting process	12	Risks associated with financial planning & control	6	Delivery of the asset and commercial programmes as part of the council's Transformation Strategy	Includes review of the council's assets, review of opportunities for income generation, and review of the council's commercial portfolio	Vicky Willett (Director Delivery and Change)
				Regular budget monitoring	Regular budget monitoring						
				Project & programme management	Project & programme management						
				Major Project and Wholly Owned Company Steering Group							
				SMT Programme Board	Programme Board to monitor progress and delivery						
				Representation in the Corporate Strategy	Large investment projects listed within the Corporate Strategy to allow for regular reporting through Programme Board						
				Transformation Programme and Focus Group							
Ongoing monitoring of investment projects through quarterly monitoring and Corporate Strategy Programme Board											
Standard business case for capital investments	A standardised business case is now in place for capital investments to ensure a high quality of reporting and informed decision making										
R2-Failure of partnerships	Failure to achieve desired outcomes through partnership working and deterioration in relationships	Chris Sinnott (Chief Executive (Chorley and South Ribble))	12	Chorley and South Ribble Partnership and role of the Executive	Chorley and South Ribble Partnership and role of the Executive in leveraging priorities	6	Risks relating to the failure of partners/contractors or the contract itself Risks relating to the reputational risks to the Council	4	Review of Key Strategic Partnership Framework	Review of framework to ensure that it is up to date and reflects best practice in monitoring key strategic partnerships	Vicky Willett (Director Delivery and Change)
				Partnership working	Partnership working is a key management competency and part of values and behaviors to be expected of staff				To engage proactively in discussions around emerging system changes and activity at a Lancashire Level aligned to the Levelling Up agenda	Chris Sinnott (Deputy Chief Executive (Chorley and South Ribble)) Vicky Willett (Director Delivery and Change)	
				Existing working relationships	Working relationships with key partners, both officer and elected member.						
				Key Contracts and Partnerships Framework	Key Contracts and Partnerships Framework in place to regularly monitor partnerships against determined objectives						
				Active role in Integrated Care System	Active role of Chorley and South Ribble Partnership in the newly established Integrated Care Boards						
R3 - Detrimental impact of budget challenges	Budget challenges in key public and third sector partners having a negative impact on local level service delivery	Chris Sinnott (Chief Executive (Chorley and South Ribble))	16	Existing relationships with key public sector partners	Existing relationships with key public sector partners to continue to deliver outcomes to residents	12	Risks impacting on the achievement of corporate objectives and priorities Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself Risks relating to the reputational risks to the Council	6	Engaging proactively in Lancashire wide plans aligned to Levelling Up to ensure Chorley benefits from future funding opportunities		Vicky Willett (Director Delivery and Change)
				Chorley and South Ribble Partnership	Chorley and South Ribble Partnership						
				Continued delivery of the Transformation Programme	Continued delivery of the Transformation Programme to identify and achieve income generation and savings						
	Intermediate solutions to county cuts and county council transformation budget	Intermediate solutions to county cuts and county council transformation budget									

				Impact assessment undertaken regarding LCC's budget cuts	Every year prior to budget setting we analyse the LCC budget to identify the impacts on CBC budgets and include this, where necessary, in the CBC final budget.						
				Chorley Council response to LCC consultations							
				MTFS	MTFS and budget monitoring in place to regularly monitor impact of funding and budget gaps alongside local level service delivery						
R4 - Failure to adapt to new ways of working	Failure to optimise opportunities for new ways of working	Chris Sinnott (Chief Executive (Chorley and South Ribble))	12	Key strategic partnership framework	Key strategic partnership framework in place to provide monitoring and assurance for new opportunities to work with partners and through contracts to deliver outcomes	6	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself Risks relating to operational activity Risks relating to the reputational risks to the Council	4	Review key strategic partnership framework	Partnership framework to be reviewed to ensure this is line with meeting the councils objectives	Vicky Willett (Director Delivery and Change)
				Corporate Strategy	Ambitious Corporate Strategy to identify new corporate projects for new				Assets and income generation programmes to be delivered as part of the Transformation Programme	Transformation programme workstreams for a review of assets, review of income generation and review of the commercial portfolio	Vicky Willett (Director Delivery and Change)
				Chorley and South Ribble Partnership	Chorley and South Ribble Partnership to identify opportunities to work with partners to deliver outcomes				Workplace Strategy	Delivery of Workplace Strategy action plan to transform to more agile and flexible working	Chris Sinnott (Chief Executive (Chorley and South Ribble))
				Transformation Strategy	Transformation Strategy to identify and deliver new ways of working				ICT Plan	Delivery of ICT Plan to ensure that the right infrastructure and technology is in place to support new ways of working	Emma Marshall (Service Lead - ICT)
				Digital Strategy	Digital Strategy and ICT Programme in place to support new ways of working including flexible and agile working				Reporting and communicating on the Transformation Strategy	To implement a full programme for reporting and communication for transformation programmes to ensure benefits and issues are understood	Vicky Willett (Director Delivery and Change)
				Service Led Improvement Programme	Reviews led by Heads of Service to consider new ways of working tailored				Refresh of the Transformation Programme		Vicky Willett (Director Delivery and Change)
				Workplace Strategy	Workplace Strategy in place to support agile and flexible working						
R5 - Lack of Resources	Lack of resources to deliver the Council's priorities due to public sector funding cuts (financial & staff capacity) or lack of staff capacity and skills (including as a result of issues in relation to recruitment and retention)	Chris Sinnott (Chief Executive (Chorley and South Ribble))	16	Budget investment	Additional budget investment in priorities	9	Risks associated with financial planning & control Risks associated with the recruiting, retaining and motivating staff. Impact on staff being unable to carry out their job Risks relating to operational activity Risks relating to the reputational risks to the Council risks associated with recruiting, retaining and motivating staff & developing skills;	4	People Strategy	Delivery of the People Strategy to identify workforce capacity and skills gaps and ensure that succession planning and service resilience is in place	Vicky Willett (Director Delivery and Change)
				Refreshed Corporate Strategy and service level business plans					SMT to monitor increasing costs	SMT to monitor increasing costs in relation to the Ukraine crisis, energy and inflation	Chris Sinnott (Chief Executive (Chorley and South Ribble))
				Refreshed Medium Term Financial Strategy	Strong MTFS with regular monitoring in place and additional budget investment in priorities				Annual workforce review		Vicky Willett
				Continued organisational development	Continued organisational development programme to identify and act on training and development needs related to staff capacity						
				Transformation Strategy	Transformation Strategy and focus groups to identify and deliver new ways of working to deliver income generation of service efficiencies						

				Resilience from shared services arrangements	Resilience from shared service arrangements to support capacity in shared teams and across the organisation					(Director Delivery and Change)
				Increase in Council Tax 23/24				Roll out of new terms and conditions	The roll-out of new terms and conditions will provide an enhanced offer to staff	Vicky Willett (Director Delivery and Change)
				Consistent process for graduate and apprentices				Transformation programme workstreams for Commercial and Assets	Review of income generation, review of assets and review of commercial portfolio	Vicky Willett (Director Delivery and Change)
				Annual development day				Develop approach to retaining talent		Vicky Willett (Director Delivery and Change)
								Delivery of the Recruitment Strategy		Vicky Willett (Director Delivery and Change)
R6 - Failure to adapt to changing service demand	Failure to react to changing service demand, including any internal skill gaps to address this	Asim Khan (Director (Customer & Digital))	8	System Data	Use of system data and regular monitoring and reporting	6	Risks impacting on the achievement of corporate objectives and priorities Risks associated with technology	4	Implementation of the Digital Strategy	Emma Marshall (Service Lead -
				Volumetric Data Capture	Volumetric data capture				Action to reflect emerging service demand e.g. in relation to the cost of living	Jennifer Mullin (Director of Communities)
				Self Service	Self service capability via council website				Corporate Strategy refresh projects- 'deliver the cost of living action plan' and 'affordable housing acquisition and development'	
				ICT and Digital Strategy	ICT and Digital Strategy to ensure that the right systems and technology are in place to facilitate new ways of working				Provision of government grants including Household Support Fund	
				Transformation Focus Group	Transformation Focus Group to provide opportunity to identify and discuss opportunities for new ways of working to meet changes in service demand					
				Digital inclusion project	Digital inclusion project to support customers with changing services					
				Refreshed HR policies and employee benefits	Refreshed HR policies and benefits package in place to support recruitment and retention in relation to skills gaps					
				People Strategy	People Strategy to identify workforce capacity and skills gaps and ensure that succession planning and service resilience is in place					
R7 - Reduction in Satisfaction with the Council	Reduction in satisfaction with the Council	Chris Sinnott (Chief Executive (Chorley and South Ribble))	6	Customer Service	Strong customer service culture	6	Risks relating to the reputational risks to the Council	4	Customer Access Charter	Asim Khan (Director (Customer & Digital))
				Corporate Health Dashboard	Regular monitoring through the corporate health dashboard				Embed the Customer Access Charter with training to ensure high customer service standards across the organisation and duty officers to ensure that customers can access specialist services	
				Resident Satisfaction Survey	Resident satisfaction survey					
				Customer Satisfaction Survey	Customer satisfaction survey					
				Tangible Improvement Projects in the Corporate Strategy						
				Customer Focus within the Digital and ICT Strategies				Implementation of full omnichannel contact centre functionality	Full functionality to include new contact channels such as web chat and customer satisfaction survey	Asim Khan (Director (Customer & Digital))
				Delivery of communications, campaigns and events	This is ongoing, with the delivery of communications, campaigns and events ongoing. Planned approach to communications to ensure plans are in place for major projects.					

R8 - Reduction in performance	Failure to sustain our performance in light of budget challenges and ongoing resourcing restraints.	Chris Sinnott (Chief Executive (Chorley and South Ribble))	12	Performance management framework	Performance management framework including regular monitoring and reporting to members and SMT and annual refresh of local indicators	6	Risks impacting on the achievement of corporate objectives and priorities Risks associated with the recruiting, retaining and motivating staff. Impact on staff being unable to carry out their job Risks relating to operational activity Risks relating to the reputational risks to the Council	2	Restructure of the Performance and Partnerships team	Performance team restructured to provide a greater emphasis on business partnering and advising service areas on performance management	Vicky Willett (Director Delivery and Change)
				Organisational Development Plan	Organisational Development Plan						
				Refresh of the Transformation Strategy	Transformation Strategy and Transformation Focus Group Forward Plan in place to enable opportunities to improve performance whilst delivering						
				Annual business planning process	Annual business planning process to identify service level priorities and indicators to be measured						
				Benchmarking exercises including LG inform	Benchmarking exercises including LG inform to evaluate performance in relation to other council including identifying local and national trends						
				Project and Performance Leads Network	Network provides training and support to embed the performance framework and ensure high quality data and reporting						
R9 -Not responding to external legislative and policy change	Failure to adapt to external legislative and policy change affecting service delivery.	Chris Sinnott (Chief Executive (Chorley and South Ribble))	8	Credit Union	Credit Union - now fully self-sustaining.	6	Risks relating to operational activity Risks relating to the reputational risks to the Council Risks relating to Legal/Regulatory requirements	4	Continue to engage in plans aligned to Levelling Up		Chris Sinnott (Chief Executive)
				Additional resources dedicated	Additional dedicated resources to reflect new policies and legislation such as Climate Change Programme Officer						
				GDPR Policies in place and DPO role assigned to the Director of Governance							
				BREXIT risk register	Register in place and updated to reflect risks from BREXIT and mitigating actions						
				SMT to monitor policy and legislation change in their areas	SMT to monitor policy and legislation changes in their area, including through the circulation of briefings such as from the LGA and Lawyers in Local Government						
				Training and Development	Learning and development programme and professional subscriptions in place to keep updated in relevant service areas						
R10- Low staff satisfaction & morale	Reduction in staff satisfaction and morale with the Council including increase in sickness absence	Vicky Willett (Director Delivery and Change)	12	OD and Health & Wellbeing programmes	OD and Health & Wellbeing programmes	6	Risks associated with the recruiting, retaining and motivating staff. Impact on staff being unable to carry out their job	3	Service Led Programme to implement the new, better terms and conditions		Vicky Willett (Director Delivery and Change)
				Healthcare cash back scheme	Healthcare cash back scheme						
				Internal communications plan	Internal communications plan						
				Delivery of additional management training	Implementation of Passport to People Management and Flair programmes						
				Continued application of sickness absence policy							
				Health and safety policies							
				Team talk	Team Talk Initiative to support cross team learning and collaboration						
Review of recruitment and onboarding											
Interactive staff experience	Interactive staff experience to support shared culture and recognition of staff										
Delivery of People Strategy											
										Vicky Willett (Director Delivery and Change)	

				Staff engagement	Staff engagement including Listening Days, Staff Matters and working groups which aims to ensure staff feel more valued and engaged.					
				Refresh of internal communications strategy						
				Refreshed HR policies	Refreshed HR policies and benefits package in line with shared services to ensure best practice					
				Staff Survey	Staff survey to inform areas for further development					
				Pulse Survey	Regular pulse surveys to monitor staff wellbeing more frequently and identify areas for further development					
				Change Policy and working group	Policy and working group in place to ensure a consistent approach to change					
				Management framework	To ensure consistent approach to line management					
				Relaunch of staff social activities						
R11 - Incidents affecting service delivery	Incidents affecting service delivery/business continuity or even widespread damage, injury or risk to the public.	Chris Sinnott (Chief Executive (Chorley and South Ribble))	12	Business Continuity Plan	Business Continuity Plan in place to outline process in case of incidents	9	Risks impacting on the achievement of corporate objectives and priorities Risks relating to information held	2	Undertake risk exercise	Asim Khan (Director (Customer & Digital))
				Emergency Plan	Emergency Plan in place to prepare for serious incidents				Monitoring of the Ukraine crisis	SMT are to monitor the impact of the Ukraine crisis on business continuity to identify emerging issues and mitigating actions
				Flu Pandemic Plan	Country wide flu pandemic plan					Chris Sinnott (Chief Executive (Chorley and South Ribble))
				Multi agency flood plan	Multi agency flood plan					
				Chorley COMAH Plan	Chorley COMAH Plan					
				National, regional and local security plans	National, regional and local security plans					
				Staff awareness	Staff awareness of ICT risks/threats and reporting of any issues				Business continuity plans to be embedded on the dedicated system and a testing exercise of plans to be undertaken	Dawn Highton (Shared Service Lead Audit and Risk)
				Command and Control structure	Command and Control structure in place to ensure clear governance					
				Response to recent rise in UK threat levels						
				Emergency arrangements continue to be in place						
				Continued membership of the PSN network						
				Regular SJCC meetings	Regular meetings with the Union to minimise disruption from actions related to industrial action					
R12 - Damage to Council's reputation	Damage to the council's reputation and potential reduction in resident satisfaction in relation to high profile decision making	Chris Sinnott (Chief Executive (Chorley and South Ribble))	9	Communication and engagement	Communication and engagement with local stakeholders and residents including Communication Plans and Consultation and Engagement Framework to ensure consistent approach	4	Risks relating to the reputational risks to the Council	2	Further embed governance arrangements including through refreshed SLT training	Chris Moister (Director of Governance)
				Governance arrangements	Governance arrangements and procedures in place to ensure effective governance and decision making				Audit management actions	Delivery of internal audit management actions identified through internal audit reviews
				Planning Policies	Planning Policies in place to ensure clear guidelines for decisions					Dawn Highton (Shared Service Lead Audit and Risk)
				Resident and customer satisfaction survey	Monthly monitoring of customer satisfaction levels through surveys				Annual Governance Statement actions	Delivery of AGS actions
										Chris Moister (Director of Governance)

				Monitoring of social media (comments, threads, themes) respond appropriately and alert where needed							
				Performance Monitoring	Performance monitoring framework in place to identify areas of concern and action plans to address						
				Corporate Strategy	Tangible improvement projects in the corporate strategy						
				Key Contracts and Strategy Partnerships Monitoring	Regular monitoring and governance arrangements with key strategic partners including leisure company and waste contract.						
R13 -Poor relationships between officers and political parties	Failure to build and maintain strong relationships of trust and confidence between officers and each party promote good and open relationships between political parties	Chris Moister (Director of Governance)	6	Meetings with leader/leader of the opposition	Bi-weekly meeting with leader and regular meetings with the leader of the opposition.	2	Risks impacting on the achievement of corporate objectives and priorities	2	World Cafe Event	World Café event for members to meet the Senior Leadership Team	Darren Cranshaw (Shared Service Lead Democratic, Scrutiny and Electoral)
				All party leaders meetings	All party leaders meetings						
				Attendance at political group meetings to address key issues.	Attendance at political group meetings to address key issues.						
				Corporate Strategy development and engagement with political parties	Corporate Strategy reviewed and refreshed annually						
				Member development	Member development programme and development plans to ensure continued development of skills and knowledge						
				Work with political groups to manage change following recent elections							
R14 - Shared Services arrangements	Failure of Shared Services arrangements.	Chris Sinnott (Chief Executive (Chorley and South Ribble))	8	Strategic partnerships framework	Strategic partnerships framework monitors shared services agreement with South Ribble Borough Council	4	Risks associated with financial planning & control Risks relating to the failure of partners/contractors or the contract itself Risks relating to operational activity Risks relating to the reputational risks to the Council	2	Service Development Plans	Service Development Plan to transform the shared ICT and Customer Services to a single operating model to be delivered and monitored through Transformation Focus Group and Shared Services Joint Committee	Vicky Willett (Director Delivery and Change)
				Effective governance arrangements	Effective governance arrangements are in place for the shared services agreement						
				Best practice to shape future services	Use of best practice to shape future services to ensure high performing and successful services						
				SSJC Monitoring	Regular monitoring of shared services through SSJC to identify progress and any issues						
									Progress the future development of shared services following the phase 3 property and assets review	To set out a clear path for the next steps in shared services	Vicky Willett (Director Delivery and Change)
R15- Failure to Act to Address the Impact of Climate Change	Failure to act successfully to meet commitments made by the Council to address climate change, alongside the risk of negative impacts on our communities as a result of the Climate Emergency.	Chris Sinnott (Chief Executive (Chorley and South Ribble))	12	Climate change strategies and action plans in place		9	Risks impacting on the achievement of corporate objectives and priorities Risks related to fire, security, accident prevention & health and wellbeing Risks relating to pollution, noise or energy efficiency	6	Refresh Climate Change Action Plan	Refresh climate change action plan, tailoring against potential external funding	Chris Sinnott (Chief Executive (Chorley and South Ribble))
				Resources for climate change	Resources in place to support delivery against climate change plans through budget setting process and Climate Change officers						
				SLT session held to consider approach to Climate Change							

				Planning Policy	Planning Policy consider environmental impact to minimise impact of new developments, with spatial planning work to improve tree coverage across the borough						
R16 - Failure of ICT Security	Failure of ICT Security to prevent cyber attacks, uphold data protection and maintain ICT service delivery.	Asim Khan (Director (Customer & Digital))	16	Staff awareness of ICT risks/threats and reporting of any issues	Staff awareness of ICT risks/ threats and reporting of any issues including training to refresh knowledge	12	Risks impacting on the achievement of corporate objectives and priorities Risks associated with technology	6	Cyber risk report to be produced	Risk report to be produced to identify current status and improvements to cyber security	Asim Khan (Director (Customer & Digital)) Emma
				Information Security Policies and Procedures	National, regional and local security plans				Cyber security to continue to be monitored in line with the Ukraine crisis including responding to advice from the government	Asim Khan (Director (Customer & Digital)) Emma Marshall (Service Lead - ICT)	
				National, regional and local security plans	Security plans and policies are in place at a national, regional and local level.				ICT Plan	Deliver ICT Plan to ensure infrastructure and technology in place to support security and business continuity	Emma Marshall (Service Lead - ICT)
				Mandatory Information Security Framework training to be completed by all staff					Cyber security training	Delivery of cyber security training to officers and members to highlight risks faced by the council	Emma Marshall (Service Lead - ICT)
									Refresh of information security council terms of reference to ensure clear lines of responsibility	The ISC is made up of the SIRO, DPO and Head of ICT to monitor performance and assess development and training needs. A refresh of it's terms of reference will help to ensure clear responsibilities are in place	Chris Moister (Director of Governance)
R17 - Failure to optimise new options for income generation	Failure to optimise new options for income generation	Chris Sinnott (Chief Executive (Chorley and South Ribble))	12	Corporate Strategy	Corporate Strategy to reflect projects that provide opportunities for income generation	8	Risks associated with financial planning & control	6	Transformation programme workstream for income generation and review of commercial portfolio		Vicky Willett (Director Delivery and Change)