

Chorley Council Strategic Risk Register 2024

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	Type
R1 Incidents Impacting Service Delivery	<p>Incidents-affecting-service-delivery/business-continuity-or-even-widespread-damage,-injury-or-risk-to-the-public-</p> <p>The ability of the Council to continue its service delivery/business continuity is either halted or scaled back as a result of major incidents.</p>	Chris Sinnott (Chief Executive (Chorley and South Ribble))	12	Business Continuity Planning and Management	Identified critical services are required to input a Business Continuity Plan onto the corporate system CONNIE to service plans for critical services and risk specific plans where appropriate. Supported and monitored by Risk and Assurance.	9	<p>Risks associated with financial planning and control.</p> <p>Risks associated with technology.</p> <p>Risks relating to information held.</p>	2 4	Business Continuity Plans that are tested, reviewed and improved.	Ensure BCP are reviewed and maintained up to date, including criticality service and role identification. Officers need to be trained, to aware of and comfortable in their role.	Dawn Highton (Shared Service Lead Audit and Risk)	Implemented
				Emergency Planning and Management / EP arrangements	Emergency Planning and Management / EP arrangements are in place and are maintained.				Skills Audit	Skills audit for emergency planning to ensure all SDOs are suitably trained to respond to any emergency event.	Dawn Highton (Shared Service Lead Audit and Risk)	Proposed
				Emergency and Business Continuity Planning arrangements (e.g COMAH, flu, flood and other external plans)	Emergency and Business Continuity Planning arrangements (e.g COMAH, flu, flood and other external plans) are in place and are maintained.				Disaster Recovery / Business Continuity plan for IT Digital Services	Remote working model stabilised and monitored. All updates and changes to be communicated to all staff.	Asim Khan (Director Customer & Digital)	In Progress
				IT Digital Services Business Continuity / Disaster Recover planning	IT Digital Services Business Continuity / Disaster Recover planning, including home working solution, in place.				Monitoring of the Ukraine-crisis wider national and international landscape	SMT are to monitor the impact of the Ukraine-crisis wider national and international landscape on business continuity to identify emerging issues and mitigating actions.	Chris Sinnott (Chief Executive Chorley and South Ribble)	In Progress
				National, regional and local security plans including Command and control structure	National, regional and local security plans including command and control structure are in place to ensure clear governance.							
				Continued membership of the PSN-network-Government Guidance	Government guidance regarding the operation of services due to major incidents.							
				Regular updates with government regarding additional funding, reviewing areas of non-essential spend and loss of income as part of budget monitoring processes, mitigating risk through review of reserves as part of MTFS	Regular updates with government regarding additional funding, reviewing areas of non-essential spend and loss of income as part of budget monitoring processes, mitigating risk through review of reserves as part of MTFS.							
				In year budgets and MTFS reviewed	Processes are in place to review in-year budgets and MTFS to identify and release necessary resources, including staffing, to implement mitigating actions.							
				Creation of services / partnership working / work with faith, community and voluntary sector to provide support for businesses and households	Creation of services / partnership working / work with faith, community and voluntary sector to provide support for businesses and households in case of incidents.							
				Regular SJCC meetings	Regular meetings with the union to minimise any impact from potential industrial action.							
R2-Failure-of-partnerships	<p>Failure to achieve desired outcomes through partnership-working-and-deterioration-in-relationships-strategic</p> <p>Failure to Deliver Outcomes through Strategic Partnerships</p>	Caroline Wolfenden (Director of Change and Delivery)	12	Key Strategic Partnership Frameworks and Agreements	Key Strategic Partnership Frameworks and Agreements in place including regular reviews and performance monitoring.	6	<p>Risks impacting on the achievement of corporate objectives and priorities</p> <p>Risks relating to the failure of partners/contractor</p>	4	Engage with Lancashire level system changes	To engage proactively in discussions around emerging system changes and activity at a Lancashire Level.	Chris Sinnott (Chief Executive Chorley and South Ribble)	In Progress
				Agreed Structures	Agreed Structures and appropriately allocated responsibilities and accountabilities are in place for all strategic partnerships.							
				Partnership Boards	Partnership Boards including representatives from the Council.				To engage proactively in		Chris Sinnott	In Progress

	relationships.			Chorley and South Ribble Partnership	Established partnership to drive forwards desired outcomes and maintain strong strategic relations with key partners.		s or the contract itself Risks relating to the reputational risks to the Council		To engage proactively in discussions on emerging system changes and upper-tier devolution within the county	Chris Sinnott (Chief Executive Chorley and South Ribble)	In Progress	
				Shared Governance Arrangements	Shared Governance arrangements in place and agreed to including agreed aims and objectives; Joint working protocols.				Review of Key Strategic Contracts and Partnership Framework	Refreshed framework in order to ensure it remained fit for purpose and supported aligned ways of working within shared services.	Caroline Wolfenden (Director of Change and Delivery)	In Progress
									Chorley and South Ribble Partnerships Strategy refresh and partnerships mapping exercise	Refresh and mapping exercise to ensure that partnerships have a clear purpose and that there isn't any duplication.	Hollie Walmsley (Head of People, Policy and Partnerships)	In Progress
R3 Detrimental impact of budget challenges – Poor Financial Sustainability	Budget challenges, including in key public and third sector partners, leading to a use of reserves or having a negative impact on local level service delivery Reduction in current funding streams (including government grants and key public sector and third-party partners) or an increase in costs. This could lead to an increase the use of reserves or a negative impact on local level service delivery.	Chris Sinnott (Chief Executive Chorley and South Ribble) Louise Mattinson (Director of Finance)	16	Monitoring / reporting of delivery of Corporate Plan and MTFS	Monitoring / reporting of delivery of Corporate Plan and MTFS to corporate management and members.	12	Risks associated with financial planning and control	6	SMT to review increasing costs	SMT to continue to review potential increase in costs (e.g. energy and inflation).	Chris Sinnott (Chief Executive Chorley and South Ribble)	In Progress
				3 Year Budget forecasting within MTFS	3 Year Budget forecasting within MTFS.				Savings options	Savings options to be identified by SMT/ SLT to reduce budget gap.	Sarah Bullock (Deputy Chief Executive)	Proposed
				Budget monitoring arrangements in place	Budget monitoring arrangements in place to ensure regular reviews including				Accommodation Project	Project to make best use of office accommodation and assets, generating income for the Council. Accommodation Working Group introduced to support strategy and projects.	Sarah Bullock (Deputy Chief Executive)	In Progress
				Maintenance of high Council Tax / Business Rates collection rates	Maintenance of high Council Tax / Business Rates collection rates - use of system automation to increase staff capacity to focus on recovery.				Refresh of Transformation Programme	Refresh of the Transformation Strategy to have a greater focus on delivering savings or increasing income generation.	Caroline Wolfenden (Director of Change and Delivery)	In Progress
				Treasury and Cash Management	Improved cashflow forecasting to save on costly borrowing interest.				External Funding Strategy	Strategy to be drafted setting out approach to applying and using external funding.	Chris Moister (Director of Governance)	In Progress
				Financial training of officers and members	Financial training of officers and members included as part of service business plan.				Engaging in plans aligned to Levelling Up- investment projects/ future funding streams to ensure Chorley benefits from future funding opportunities	SMT to monitor future funding streams in their areas and engage in local/ national plans.	Chris Sinnott (Chief Executive Chorley and South Ribble)	In Progress
				Transformation Strategy	Strategy in place to identify opportunities for efficiency and income generation.							
				Existing relationships with public sector partners	Existing relationships with public sector partners including Shared Strategic Partnership to support strategic priorities and enable efficiencies across the public sector.							
R4 Failure to Realise the value Benefit of large-Major Investments	Failure to realise the value benefit of large-scale investments linked to the capital programme delivery and oversight.	Chris Sinnott (Chief Executive Chorley and South Ribble)	16	Capital Funding reflects priorities in Corporate Strategy	Capital Funding reflects priorities in Corporate Strategy.	12	Risks associated with financial planning and control Risks relating to the failure of partners/contractors or the contract itself	6	Budget Monitoring	Regular monitoring of income levels against budgets.	Louise Mattinson (Director of Finance)	Proposed
				Budget Setting and Monitoring Process					Update funding arrangements as part of quarterly budget monitoring to members and Leader Briefing	Finance team meet regularly with services to update funding arrangements of capital programme including identifying alternative sources such as CIL, S106 and grant funding bid.	Louise Mattinson (Director of Finance)	In Progress
				Quarterly monitoring of capital programme and funding to Programme Board	Quarterly monitoring of capital programme and funding to Programme Board. Early identification and reporting of changes to project budgets, project delivery timescales and funding arrangements.							
				Contract Management	Project team leads assigned to lead on and oversee contract management responsibilities with external funding programmes.							

				Standardised 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.							
				Review of management capacity								
R5 Failure to Responding to External Legislation and Policy Change	Failure to adapt to external legislative and policy change affecting service delivery. Failure to respond or adapt to external legislation and policy change (e.g. devolution, local government reorganisation and changes to the national planning system).	Chris Sinnott (Chief Executive Chorley and South Ribble)	8 9	Regular policy reviews by relevant officers within individual services.	Regular policy reviews by relevant officers within individual services.	6	Risks relating to the reputational risks to the Council Risks relating to information held Risks relating to operational activity Risks relating to Legal/Regulatory requirements	4	Continue to engage in plans aligned to Levelling Up investment projects		Chris Sinnott (Chief Executive Chorley and South Ribble)	In Progress
				Circulation of regular policy and legislation briefings	Circulation of regular policy and legislation briefings in service areas, weekly briefings from LGA.				Engage proactively in discussions regarding upper-tier devolution within Lancashire		Chris Sinnott (Chief Executive Chorley and South Ribble)	In Progress
				Proactive arrangements to respond to consultations from central government departments and agencies	Proactive arrangements to respond to consultations from central government departments and agencies.				Horizon Scanning	Monthly horizon scanning document to be shared with SLT to identify upcoming policy changes and impacts.	Caroline Wolfenden (Director of Change and Delivery)	In Progress
				Brexit Impact Awareness	SMT to be aware of potential impact of Brexit devolution and local government reorganisation on their services including through supply chains, partners and consultancy through regular monitoring/briefings/training/government legislation.				Introduction of the Environment Act and Procurement Act	Project teams are set up to support the implementation of new pieces of legislation including new waste collection legislation and the Procurement Act. A procurement strategy will be developed to support.	Chris Moister (Director of Governance)	In Progress
				Maintenance of interaction with partner agencies	Maintenance of interaction with partner agencies in local service areas and Strategic Partnerships.				Policy Updates for Internal Audit	Update all policies for internal audit to ensure compliance with the revised Public Sector Internal Audit Standards.	Dawn Highton (Shared Service Lead Audit and Risk)	Proposed
				Officer and Member induction and training, CPD and attendance on relevant training courses specific to service areas	Learning and development protocols and budget in place to ensure officer and member induction and training, CPD and attendance on relevant training courses specific to service areas.				Policy Management and Change Control Process	Policy management and change control process to be developed to ensure policies are regularly reviewed to ensure that they are up to date and reflect any internal/ external changes.	Caroline Wolfenden (Director of Change and Delivery)	In Progress
				Membership of professional bodies and other associations	Services to review and maintain necessary membership of professional bodies and other associations.							
R6 Lack of Resources Lack of Staff Capacity and Skills	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). Lack of staff capacity/skills	Caroline Wolfenden (Director of Change and Delivery)	16	Workplace Strategy	Workplace strategy to support agile and flexible working to attract and retain skilled staff.	9	Risks associated with recruiting, retaining and motivating staff & developing skills Risks relating to operational activity Risks relating to the reputational risks to the Council	4	Refresh of Transformation Programme	Programme to be refreshed, ensuring that projects and monitoring are fit for purpose.	Caroline Wolfenden (Director of Change and Delivery)	In Progress
				People Strategy	People Strategy and action plan sets out approach to retaining and developing our workforce, identifies workforce capacity and skills gaps and ensures that succession planning and service resilience.				Recruitment Strategy	Recruitment strategy to support strategic approach to recruitment and meeting skills and capacity requirements. This includes a new recruitment system and recruitment masterclasses for hiring managers. Introduction of visa sponsorship for skilled workers and a Colleague Referral Scheme.	Hollie Walmsley (Head of People, Policy and Partnerships)	In Progress
				Reviewed HR Policies	Approved policies such as pay/recruitment policies to help retain and attract skilled staff. This includes the use of market supplements where required.				New Terms and Conditions	The roll-out of new terms and conditions will provide an enhanced offer to staff, supporting recruitment	Hollie Walmsley (Head of	In Progress

Climate Change	Made by the Council to address climate change, alongside the risk of negative impacts on our communities as a result of the Climate Emergency.	Property		Climate change plans through budget setting process and Climate Change officers.			Climate change plans through budget setting process and Climate Change officers.			EV Strategy	Develop an EV strategy and begin a programme of delivery across Council assets.	Gayle Wootton (Director of Planning and Property)	Proposed
				SLT session held to consider approach to Climate Change			Risks related to fire, security, accident prevention & health and wellbeing						
				Launch of Chorley Business Pathway to Net Zero accreditation			Risks relating to pollution, noise or energy efficiency						
				Planning Policy	Planning Policy consider environmental impact to minimise impact of new developments.								
R9 Failure to Adapt to New Ways of Working and Changing Service Demand	Failure to optimise opportunities for new ways of working. Failure to adapt business models and services to reflect changes in the way people interact and do business with the Council.	Chris Sinnott (Chief Executive Chorley and South Ribble)	12	Corporate Strategy Priorities	Ambitious Corporate Strategy to identify new corporate projects for new ways of working.	6	Risks relating to operational activity	4	Digital Strategy and ICT Plan	Implementation of Digital Strategy and ICT Plan to ensure that the right technology is in place to support agile working and to facilitate and improve customer access to services. The appointment of new Head of Service to support delivery of the Digital Strategy.	Asim Khan (Director Customer & Digital)	In Progress	
				Digital and Customer Strategies	Digital and Customer Strategies in place to set out the development of agile services and support their successful delivery through digital inclusion. Supporting stakeholders to adapt to new ways of working.		Risks associated with technology		People Strategy	Delivery of the People Strategy to ensure we have the right culture and skills to adapt to new ways of working and support staff with this.	Caroline Wolfenden (Director of Change and Delivery)	In Progress	
				Business Planning	Business planning process in place with annual review to consider how business models should be adapted to reflect changes in the community.				Accommodation Working Group	Accommodation Project to ensure that our use of office accommodations reflects the changing ways we work and the move to hybrid working.	Sarah Bullock (Deputy Chief Executive)	In Progress	
				Use of system data	Use of data held within systems to monitor changing service demands.				Refresh of the Transformation Programme	Refresh the transformation programme, identifying any new projects and recommencing monitoring. A Change and Delivery Board is to be set up to oversee Fit for Future programme.	Caroline Wolfenden (Director of Change and Delivery)	In Progress	
				Workplace strategy	Workplace Strategy in place to support agile and flexible working.				Key Contracts and Partnerships Framework Refresh	Refreshed framework in order to ensure it remained fit for purpose and supported aligned ways of working within shared services.	Caroline Wolfenden (Director of Change and Delivery)	In Progress	
				Service led improvement programme	Reviews led by Heads of Service to consider new ways of working tailored to their service needs.								
				Transformation Strategy	Transformation Strategy in place to identify opportunities for new ways of working.								
				Key Strategic Contracts and Partnership Framework	Framework in place to provide monitoring and assurance for new opportunities to work with partners and through contracts to deliver outcomes.								

R10 Low Staff Satisfaction and Morale	Reduction in staff satisfaction and morale with the Council including increase in sickness absence.	Caroline Wolfenden (Director of Change and Delivery)	12	People Strategy	Organisation Development Strategy to provide support and resilience to organisational change and support employee personal development and wellbeing.	6	Risks associated with recruiting, retaining and motivating staff & developing skills Impact on staff being unable to carry out their job	3 4	Staff Rewards and Recognition	Review and relaunch of staff rewards and recognition including staff recognition visits to recognise teams within the councils.	Caroline Wolfenden (Director of Change and Delivery)	In Progress		
				HR Processes and Refreshed HR Policies	HR processes in place including PDPs for development and refreshed HR policies and benefits package in line with shared services to ensure best practice.				Lunch and Learn	Embedding the Lunch and Learn initiative to support cross team learning and collaboration.	Caroline Wolfenden (Director of Change and Delivery)	Proposed In Progress		
				Relaunch of staff social activities- Staff Engagement	Staff engagement including Listening Days, Employee Forum, staff social activities and other working groups such as Information Champions which aims to ensure staff feel more valued and engaged.				Manager Network	Embedding Development of the manager cohort network to invest in our managers. Launched in May 2024.	Caroline Wolfenden (Director of Change and Delivery)	Proposed In Progress		
				Staff Surveys	Annual staff survey and regular Pulse Survey to be carried out to monitor staff wellbeing more frequently and identify areas for further development.									
				It's All About Us Conference	Week long event launched the new shared values, celebrate our successes, encourage cross-team working and staff wellbeing.									
				Internal Communications	Internal communications including a new shared intranet platform, weekly all staff email and Team Wins to ensure staff are informed and to celebrate success.									
				Additional Management Training	Implementation of Passport to People Management and Flair programmes.									
				Change Policy and Working Group	Change policy and working group in place to ensure a consistent approach to change.									
R11 Changes to Key Personnel	Potential impact of changes to senior officers and Council members on service delivery and continuity.	Chris Sinnott (Chief Executive Chorley and South Ribble)	9	Succession Planning	Planning in place to support succession planning for senior leaders due to retirement or resignation through performance review process and mandatory notice period.	6	Risks impacting on the achievement of corporate objectives and priorities Risks relating to the reputational risks to the Council Risks associated with recruiting, retaining and motivating staff & developing skills	4	Induction Process	Induction process to be carried out for any new senior officers or elected members to ensure they are supported through the process.	Hollie Walmsley (Head of People, Policy and Partnerships)	In Progress		
				Recruitment Website	Recruitment website creates a professional image and good first impression for the Council, helping to attract talent to the organisation.									
				Resilience through Shared Services	Shared Services allows sharing of skills and resources across councils in the event of senior leader leaving the organisation.									
R12 Corporate Governance Failure	Failure to maintain and embed the corporate governance framework	Chris Moister (Director of Governance)	9	Council Constitution, Local Code of Corporate Governance and Codes of Conduct	Council Constitution, Local Code of Corporate Governance and Codes of Conduct are in place to set out governance arrangements for the Council.	6	Risks relating to the reputational risks to the Council	4	Member & Officer protocols	Ensure member and officer protocols maintained up to date and aligned for Shared Services as required.	Chris Moister (Director of Governance)	In Progress		

	Framework action plan leading to continued fundamental weaknesses in internal controls.			Member and Officer Protocols Member and Officer Protocols are in place to create clear protocols as to how members and officers work in relation to each other.		Risks relating to Legal/Regulatory requirements					
				Corporate Governance Group Corporate Governance Group to monitor governance across the organisation.				Annual Governance Statement Actions Complete outstanding audit management actions including for actions from Internal Audit Annual Report 2023/24.	Chris Moister (Director of Governance)	In Progress	
				Governance essentials training Governance essentials training for SLT.							
				AGS Action Plan. AGS action plan has been delivered to put in place strong governance procedures and frameworks in addition to HR policies, performance, partnerships, communications and OD.				Audit Review Management Actions Complete outstanding audit management actions including for actions from Internal Audit Annual Report 2023/24.	Dawn Highton (Shared Service Lead Audit and Risk)	In Progress	
				Risk management reporting Range of reports to be developed to allow Directors to challenge data held within GRACE for partnership, project and operational risks.				Fraud arrangements To develop the Council's approach to fraud following the assessment of the Council's arrangements against Fighting Fraud and Corruption Locally 2022-25.	Dawn Highton (Shared Service Lead Audit and Risk)	In Progress	
				Internal Audit Plan and Reviews				Financial Procedure Rules Review Financial Procedure Rules to ensure that they are maintained and up to date.	Louise Mattinson (Director of Finance)	In Progress	
				Audit Review Management Actions Implement process for follow up of management actions from audit reviews. Monitor management actions through GRACE system to ensure that they are				Policy Management and Change Control Process Policy management and change control process to be developed to ensure policies are regularly reviewed to ensure that they are up to date and reflect any internal/ external changes.	Caroline Wolfenden (Director of Change and Delivery)	In Progress	
				Financial Procedure Rules and Contract Procedure Rules Financial Procedure Rules and Contract Procedures Rules are in place to ensure financial regulation and adherence to statutory frameworks.							
R13 Poor relationships between officers and political parties- Breakdown in Political Relationships	Failure to build and maintain strong relationships of trust and confidence between officers and each party- promote good and open relationships between political parties Failure to maintain political stability and adapt to changes in political relationships.	Chris Moister (Director of Governance)	6 9	Corporate Strategy Priorities Corporate Strategy priorities reviewed and refreshed annually.	2 6	Risks impacting on the achievement of corporate objectives and priorities Risks relating to operational activity	2 4	Member & Officer protocols Ensure member and officer protocols are maintained and aligned for Shared Services as required.	Chris Moister (Director of Governance)	In Progress	
				Portfolio Reviews Regular portfolio reviews are in place.							
				Member Briefings Regular Member briefings including leader briefings, opposition briefings and briefings for cabinet members.							
				Member Development Member development programme and development plans to ensure continued development of skills and knowledge.							
				Reviewed Democratic Service Democratic services team providing additional management capacity and shared resource to ensure resilience in service delivery.							
				Attendance at political group meetings to address key issues. Attendance at political group meetings to address key issues.							
				Change Management Work with political groups to manage change following elections.							
R14 Damage to the Council's Reputation	Damage to the Council's reputation and potential reduction in resident satisfaction	Chris Sinnott (Chief Executive Chorley and South Ribble)	9	Corporate Strategy Tangible improvement projects in the corporate strategy.	4	Risks relating to the reputational risks to the Council	2	Annual Governance Statement Actions Delivery of AGS actions.	Chris Moister (Director of	In Progress	
				Governance Arrangements Effective Governance and decision making arrangements in place.				Audit Management Actions Delivery of internal audit management actions identified through internal audit reviews and Internal Audit Annual Report 2023/24.	Dawn Highton (Shared Service Lead Audit and Risk)	In Progress	

R16 Reduction in performance Council Underperformance	Failure to sustain performance in light of budget challenges and ongoing restraints of Corporate Strategy projects and general organisational performance.	Caroline Wolfenden (Director of Change and Delivery)	12	Quarterly Performance Monitoring and Reporting	Quarterly performance report to Executive Cabinet.	6	Risks impacting on the achievement of corporate objectives and priorities Risks relating to operational activity Risks relating to the reputational risks to the Council	2	Digital Services Helpdesk System	Implementation of new digital services helpdesk to provide a consistent level of support to staff across all areas.	Asim Khan (Director Customer & Digital)	In Progress	
				Programme Board	Programme Board in place to measure performance across services.				Performance Management Framework	Refresh of the performance management framework.	Hollie Walmsley (Head of People, Policy and Partnerships)	Proposed	
				Corporate Health Dashboards	Monthly corporate health dashboards which are discussed at SLT meetings.				Project Management Framework	Refresh of the project management framework, including creating a new business case template, to ensure the management of projects is consistent.	Hollie Walmsley (Head of People, Policy and Partnerships)	Proposed	
				Local Indicators	Local indicators in place to measure performance across services and refreshed annually.				Review of the Performance & Partnerships and Transformation & Change Teams	Review of teams to ensure the teams are well placed to support high performance and improvement across the organisation.	Hollie Walmsley (Head of People, Policy and Partnerships)	In Progress	
				Benchmarking Exercises	Benchmarking exercises including LG inform to evaluate performance in relation to other councils including identifying local and national trends.								
				Performance Management Framework	Refreshed performance management framework to ensure consistent reporting.								
				Performance Leads Network	To embed frameworks with staff and ensure high quality data and reporting.								
				PMO Support	Programme management support available to support delivery of key programmes.								
				Refresh of the Transformation Strategy	Transformation Strategy and Transformation Focus Group in place to enable opportunities to improve performance whilst delivering service efficiencies.								
				Business Planning	Business planning process to identify key service projects, resources required and interdependencies.								