

Appendix A - Chorley Strategic Risk Register (2022)

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
R1 - Poor management of large investments	Failure to realise the value of large investments and achieve return on investment.	Mark Lester (Director (Commercial and Property))	16	Budget setting process	Budget setting process in place	12	Risks associated with financial planning & control	6	Ongoing monitoring of investment projects through quarterly monitoring and Corporate Strategy Programme Board		Conrad Heald (Service Lead - Commercial and Assets) Rachel Salter (Service Lead (Development and Business))
				Regular budget monitoring	Regular budget monitoring						
				Project & programme management	Project & programme management frameworks						
				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	Oversight and challenge of investments						
								Finance to work with services to revisit income models	As part of the budget planning process, Finance will be working with services to ensure we are getting the best return on our investments	Louise Mattinson (Director of Finance)	
								Additional senior management capacity	Additional senior management capacity being recruited to for future investments	Gary Hall (Chief Executive)	
R2- Failure of partnerships	Failure to achieve desired outcomes through partnership working and deterioration in relationships	Chris Sinnott (Deputy 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	To engage proactively in discussions around emerging system changes and activity at a Lancashire Level aligned to the 'Levelling Up White Paper'		Chris Sinnott (Deputy Chief Executive (Chorley and South Ribble)) Vicky Willett (Director Change and Delivery)
				Partnership working	Partnership working is a key management competency and part of values and behaviours to be expected of staff						
				Existing working	Working relationships with						

				relationships key partners, both officer and elected member.				Deliver the corporate project 'join up public services by working with our partners through the Chorley and South Ribble Partnership'		Vicky Willett (Director Change and Delivery)
				Continued delivery of actions within the Transformation Strategy	Delivery of actions within the Transformation Strategy and monitoring through Transformation Focus Group					
				Continue to support the development of the ICWS (Integrated Community Wellbeing Service)				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 Change and Delivery)
				Key Contracts and Partnerships Framework	Key Contracts and Partnerships Framework in place to regularly monitor partnerships against determined objectives					
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 (Deputy 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	Delivery and monitoring of the Transformation Programme	Vicky Willett (Director Change and Delivery)
				Chorley and South Ribble Partnership	Chorley and South Ribble Partnership					
				MTFS	MTFS and budget monitoring in place to regularly monitor impact of funding and budget gaps alongside local level service delivery				Engaging proactively in Lancashire wide plans aligned to Levelling Up to ensure Chorley benefits from future funding opportunities'	Vicky Willett (Director Change and Delivery)
				Transformation Strategy	Transformation Strategy to identify and achieve income generation and savings					
				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.					

R4 - Not adapting to new ways of working	Failure to optimise opportunities for new ways of working	Chris Sinnott (Deputy 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 in line with meeting the councils objectives	Vicky Willett (Director Change and Delivery)
				Corporate Strategy	Ambitious Corporate Strategy to identify new corporate projects for new ways of working				Refresh of the Transformation Programme	Refresh of the Transformation Programme to embed new business models and explore options for income generation	Vicky Willett (Director- Change and Delivery)
				Chorley and South Ribble Partnership	Chorley and South Ribble Partnership to identify opportunities to work with partners to deliver outcomes				Delivery of MTFS		Louise Mattinson (Director of Finance) James Thomson (Deputy Director of Finance)
				Transformation Strategy	Transformation Strategy to identify and deliver new ways of working				Workplace Strategy	Delivery of Workplace Strategy action plan to transform to more agile and flexible working	Chris Sinnott (Deputy Chief Executive (Chorley and South Ribble))
				Digital Strategy	Digital Strategy and ICT Programme in place to support new ways of working including flexible and agile 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)
									Income generation strategy	Strategy to form as part of a wider review of commercial projects to bring forward	Mark Lester (Director (Commercial and Property))
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 (Deputy Chief Executive (Chorley and South Ribble))	16	Corporate Strategy	Refreshed corporate strategy and service level business plans	9	Risks associated with financial planning & control Risks associated with the recruiting, retaining and motivating	4	Focus on business growth and generating additional income to make the council financially self sufficient	Review of commercial programme / development of income generation strategy	Mark Lester (Director (Commercial and Property))
				Medium Term Financial Strategy and Budget Setting Process	Strong MTFS with regular monitoring in place and additional budget investment in priorities						

				Organisational Development	Continued organisational development programme to identify and act on training and development needs related to staff capacity		Motivating staff. Impact on staff being unable to carry out their job		People Strategy	Development of a People Strategy to identify workforce capacity and skills gaps and ensure that succession planning and service resilience is in place	Vicky Willett (Director Change and Delivery)
				Resilience from shared services arrangements	Resilience from shared service arrangements to support capacity in shared teams and across the organisation.		Risks relating to operational activity		Additional senior management capacity	Recruitment to additional senior management capacity in high priority areas	Gary Hall (Chief Executive)
				Transformation Strategy	Transformation Strategy and focus groups to identify and deliver new ways of working to deliver income generation of service efficiencies		Risks relating to the reputational risks to the Council risks associated with recruiting, retaining and motivating staff & developing skills;		Review of management capacity	Review of management capacity at the head of service level to align with future development of shared services	Chris Sinnott (Deputy Chief Executive)
									Review of recruitment and onboarding		Vicky Willett (Director Change and Delivery)
									Consistent process for graduates and apprentices		Vicky Willett (Director Change and Delivery)
									Annual development day		Vicky Willett (Director Change and Delivery)
									Annual workforce review		Vicky Willett (Director Change and Delivery)
									SMT to monitor increasing costs	SMT to monitor increasing costs in relation to the Ukraine crisis, energy and inflation	Gary Hall (Chief Executive)
R6 - Failure to adapt to changing service demand	Failure to react to changing service demand, including any change in demand due to the recovery from Covid-19 and 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	4	Development of a shared Customer Strategy in relation to the new shared Customer Service team	Customer Access policy to be reviewed in line with any changes to service demand	Asim Khan
				Volumetric Data	Volumetric data capture						

	1115			<p>Capture</p> <p>Self Service</p> <p>ICT and Digital Strategy</p> <p>Transformation Focus Group</p> <p>Refreshed HR policies and employee benefits</p> <p>Digital inclusion project</p>	<p>Self service capability via council website</p> <p>ICT and Digital Strategy to ensure that the right systems and technology are in place to facilitate new ways of working</p> <p>Transformation Focus Group to provide opportunity to identify and discuss opportunities for new ways of working to meet changes in service demand</p> <p>Refreshed HR policies and benefits package in place to support recruitment and retention in relation to skills gaps</p> <p>Digital inclusion projects to support customers with changing services</p>		Objectives and priorities Risks associated with technology		<p>Implementation of the Digital Strategy</p> <p>People Strategy</p> <p>Action to reflect emerging service demand- Ukraine and cost of living crisis</p>	<p>People Strategy to identify workforce capacity and skills gaps and ensure that succession planning and service resilience is in place</p> <p>Expanded communities/ resettlement support for Ukraine refugees including sponsor support network and community group. Continued monitoring to respond to council requirements for cost of living including administration of grants or rebates</p>	<p>Emma Marshall (Service Lead - ICT)</p> <p>Vicky Willett (Director Change and Delivery)</p> <p>Gary Hall (Chief Executive)</p>
R7 - Reduction in Satisfaction with the Council	Reduction in satisfaction with the Council	Gary Hall (Chief Executive Officer)	6	<p>Customer Service</p> <p>Corporate Health Dashboard</p> <p>Resident Satisfaction Survey</p> <p>Customer Satisfaction Survey</p> <p>Tangible Improvement Projects in the Corporate Strategy</p> <p>Customer Focus within the Digital and ICT Strategies</p>	<p>Strong customer service culture</p> <p>Regular monitoring through the corporate health dashboard</p> <p>Resident satisfaction survey</p> <p>Customer satisfaction survey</p>	6	Risks relating to the reputational risks to the Council	4	<p>Additional investment in priority areas</p>	<p>This forms part of the annual budget process and is ongoing.</p>	<p>Louise Mattinson (Director of Finance)</p>

				Delivery of communications, campaigns and events	This is ongoing, with the delivery of communications, campaigns and events ongoing throughout the Covid-19 pandemic. Planned approach to communications to ensure plans are in place for major projects.					
R8 - Reduction in performance	Failure to sustain our performance	Chris Sinnott (Deputy 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	Further work to develop performance and project management systems	Vicky Willett (Director Change and Delivery)
				Project and Performance Leads Network	Network provides training and support to embed the performance framework and ensure high quality data and reporting					
				Business Planning	Annual business planning process to identify service level priorities and indicators to be measured					
				Refresh of the Transformation Strategy	Transformation Strategy and Transformation Focus Group Forward Plan in place to enable opportunities to improve performance whilst delivering service efficiencies					
				Benchmarking exercises	Benchmarking exercises including LG inform to evaluate performance in relation to other council including identifying local and national trends					

R9 - Not responding to external legislative and policy change	Failure to adapt to external legislative and policy change affecting service delivery	Chris Sinnott (Deputy Chief Executive (Chorley and South Ribble))	8	Training and Development	Learning and development programme and professional subscriptions in place to keep updated in relevant service areas	6	Risks relating to operational activity Risks relating to the reputational risks to the Council Risks relating to Legal/Regulatory requirements	4	GDPR Audit		Dawn Highton (Shared Service Lead- Audit and Risk)
				BREXIT risk register	Register in place and updated to reflect risks from BREXIT and mitigating actions				Continue to engage in plans aligned to Levelling Up	Senior resource in place to support future investments, engaging in local and Lancashire level plans	Gary Hall (Chief Executive)
				SMT monitor policy and legislation	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						
				Additional dedicated resources	Additional dedicated resources to reflect new policies and legislation such as Climate Change Programme Officer						
R10 - Failure to maximise new technology / organisational change	Failure to fully realise the benefits of new technology and related impact on driving organisational change. This includes the failure of staff to uptake new technological changes.	Asim Khan (Director (Customer & Digital))	16	Transformation Strategy	Transformation Strategy	9	Risks associated with technology Risks relating to operational activity	2	Undertake benefits realisation around technology changes	Work with Transformation and Change to undertake a benefits realisation	Asim Khan (Director (Customer & Digital))
				Digital Strategy	Digital Strategy and ICT Programme including implementation of Office 365 to support agile working				ICT Plan	Deliver ICT Plan to ensure infrastructure and technology in place to support effective new technology	Emma Marshall (Service Lead - ICT)
				Shared Services	Review of Shared Service teams has included agile working across councils				Accommodation review	Accommodation review in line with Workplace Strategy	Simon Charnock (Transformation Officer (Digital))
				Workplace Strategy	Workplace Strategy to identify the vision for future working and use of technology in line with agile and flexible ways of working bought about through Covid-19				Refresh of Streetscene Modernisation Strategy	Refresh Streetscene Strategy to identify next steps for modernisation of streetscene including through the use of technology	Chris Walmsley (Streetscene Services Manager)

								Develop and implement-Deliver the transformation programme	Develop and implement-Deliver the transformation programme to support the refreshed Transformation Strategy	Vicky Willett (Director Change and Delivery)	
R11- Low staff satisfaction & morale	Reduction in staff satisfaction and morale with the Council including increase in sickness absence	Vicky Willett (Director Change and Delivery)	12	OD and Health & Wellbeing programmes	OD and Health & Wellbeing programmes	9	Risks associated with the recruiting, retaining and motivating staff. Impact on staff being unable to carry out their job	3	Refresh of the OD strategy	Refresh of the OD strategy to take into account current priorities including through the staff survey results	Vicky Willett (Director Change and Delivery)
				Healthcare cash back scheme	Healthcare cash back scheme			Internal Communications Plan	Refresh of internal communication plan to review approach and ensure best practice	Andrew Daniels (Shared Service Lead - Communications and Visitor Economy)	
				Refreshed HR policies	Refreshed HR policies and benefits package in line with shared services to ensure best practice			Interactive staff experience		Vicky Willett (Director Change and Delivery)	
				Delivery of additional management training	Implementation of Passport to People Management and Flair programmes			Review and relaunch of staff rewards and recognition		Vicky Willett (Director Change and Delivery)	
				Staff Survey 2021	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						
				Staff engagement	Staff engagement including Listening Days, Staff Matters and working groups which aims to ensure staff feel more valued and engaged.						
R12 - Incidents affecting service delivery	Incidents affecting service delivery/business continuity or even widespread damage, injury or risk to the public	Chris Sinnott (Deputy Chief Executive)	8	Business Continuity Plan	Business Continuity Plan in place to outline process in case of incidents	4		2	Business continuity plans refreshed and reviewed	Business continuity plans to be refreshed and reviewed to align processes across Chorley	Dawn Highton (Shared Service Lead Audit and Risk)

		(Chorley and South Ribble))		Emergency Plan	Emergency Plan in place to prepare for serious incidents		or corporate objectives and priorities Risks relating to information held				
				Flu Pandemic Plan	Country wide flu pandemic plan						
				Multi agency flood plan	Multi agency flood plan						
				Chorley COMAH	Chorley COMAH Plan						
				National, regional and local security plans	National, regional and local security plans						
				Command and Control structure	Command and Control structure in place to ensure clear governance						
				Response to recent rise in UK threat levels	Plans reviewed in line with rise in UK threat levels						
				Continued membership of the PSN network							
									Undertake risk exercise		Asim Khan (Director (Customer & Digital))
									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	Gary Hall (Chief Executive)
R13 - Damage to Council's reputation	Damage to the council's reputation and potential reduction in resident satisfaction in relation to high profile decision making	Gary Hall (CEO)	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	Customer Access Policy	Review Customer Access Policy, Charter and Complaint Policies in line with Shared Customer Services Review	Asim Khan (Direcotr Customer and Digital)
				Governance arrangements	Governance arrangements and procedures in place to ensure effective governance and decision making						
				Planning Policies	Planning Policies in place to ensure clear guidelines for decisions						
				Residents Survey	Monthly monitoring of customer satisfaction levels through the resident satisfaction survey						

				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					
				Monitoring of social media	Monitoring of social media (comments, threads, themes) respond appropriately and alert where needed					
				Key Contracts and Partnerships Monitoring	Regular monitoring and governance arrangements with key strategic partners including leisure company and waste contract.					
R14 -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		
				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					
R15 - Failure of Shared Services arrangements	Failure of Shared Services arrangements	Gary Hall (CEO)	12	Strategic partnerships framework	Strategic partnerships framework monitor shared services agreement with South Ribble Borough Council	8	Risks associated with financial planning & control Risks relating	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	Vicky Willett (Director Change and Delivery)

				Effective governance arrangements	Effective governance arrangements are in place for the shared services agreement		to the failure of partners/contractors or the contract itself Risks relating to operational activity		through Transformation Focus Group and Shared Services Joint Committee		
				Best practice to shape future services	Use of best practice to shape future services to ensure high performing and successful services		Risks relating to the reputational risks to the Council		Additional senior management capacity	Recruitment to additional senior management capacity for organisational change will support the delivery and development of shared services	Gary Hall (Chief Executive)
				SSJC Monitoring	Regular monitoring of shared services through SSJC to identify progress and any issues				Reviewed approach to future phases of shared services	Reviewed approach to future shared services to focus on lessons learned from phase 1 and 2 will help to ensure that shared services are implemented successfully and are sustainable	Chris Sinnott (Deputy Chief Executive)
R16 - Poor Covid-19 recovery	Failure to manage the recovery from Covid-19 effectively	Chris Sinnott (Deputy Chief Executive (Chorley and South Ribble))	9	BCMT management	Business Continuity Management team and plans in place to manage the response to Covid-19 and recovery of organisation	6	Risks impacting on the achievement of corporate objectives and priorities Risks associated with financial planning & control Risks relating to operational activity	4	Corporate Strategy Projects	Corporate Strategy Projects are in place to support the recovery from the Covid-19 pandemic including providing support for enterprise across the borough and a refresh of the council's economic strategy	Vicky Willett (Director- Change and Delivery)
				Effective governance arrangements	Governance arrangements are in place to help ensure effective decision making including in relation to Covid-19 recovery						
				Effective business planning process	Business planning process in place to consider actions for Covid recovery in each service area						
R17- New 2021 Incidents affecting ICT Service Delivery and Business Continuity	Incidents affecting ICT service delivery/business continuity or even widespread damage, injury or risk to the public	Asim Khan (Director Cusomter and Digital)	16	Business Continuity Plan	Business Continuity Plans in place to set out response to incidents affecting service delivery	12		6	Business continuity plans refreshed and reviewed	Business continuity plans to be refreshed and reviewed to align processes across Chorley and South Ribble	Dawn Highton (Shared Service Lead- Audit and Risk)

				Emergency Plan	Emergency Plan in place to prepare for serious incidents			Undertake risk exercise	Undertake risk exercise to identify areas for further improvement	Asim Khan (Director Customer and Digital)	
				Staff awareness of ICT risks/ threats and reporting of any issues	Staff awareness and training for ICT risks and threats to ensure reporting of any issues and mitigating the risk of ICT service delivery			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	Gary Hall (Chief Executive)	
				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)	
R18- New 2021 Cyber-attacks that impact business continuity and delivery	Cyber attacks that impact business continuity and delivery	Asim Khan (Director Customer and Digital)	16	Staff awareness and training	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	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))
				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 National Cyber Security Centre	Asim Khan (Director Customer and Digital)	
									Mandatory Information Security Framework training to be completed by all staff	Emma Marshall (Service Lead- ICT) Vicky Willett (Director Change and Delivery)	
									ICT Plan	Deliver ICT Plan to ensure infrastructure and technology in place to support security and business continuity	Emma Marshall (Service Lead - ICT)

R19- Failure to optimise new options for income generations	Failure to optimise new options for income generation	Mark Lester (Director Commercial and Property)	12	Corporate Strategy	Corporate Strategy to reflect projects that provide opportunities for income generation	8	Risks associated with financial planning and control	6	Delivery of the MTFS	Delivery of MTFS to ensure opportunities for income generation are carried out.	Louise Mattinson (Director of Finance)
									Delivery of the Transformation Strategy and Programme	Delivery of transformation strategy and programme to ensure opportunities for income generation are delivered	Vicky Willett (Director Change and Delivery)

