

STRATEGIC RISK REGISTER (July 2017 Update)

The Council has adopted a Strategic Plan that has the following 4 key objectives:

- Working with partners, the community and volunteers to sustain services of good value (**STRONG SERVICES**)
- Helping to create and sustain jobs with strong economic and housing growth (**STRONG ECONOMY**)
- Helping to create and sustain resilient communities (**STRONG COMMUNITIES**)
- Maintaining a sustainable, resilient and efficient organisation which is Digital by Default (**STRONG ORGANISATION**)

The key theme in respect of each objective is as follows:

1. STRONG SERVICES

- Through effective partnership working we will ensure that we procure and provide good value services that meet the needs of residents, visitors, and businesses. We will prioritise resources accordingly and operate decision-making structures that are open, transparent and accountable.

2. STRONG ECONOMY

- We will work with our public sector and private sector partners to generate jobs and economic and housing growth in Pendle in a way that secures its long-term economic, environmental and social wellbeing.

3. STRONG COMMUNITIES

- We will acknowledge and build upon the Borough's diversity, demonstrating our community leadership role by working with and empowering our partners and local people to provide clean, healthy, safe and cohesive communities. We will endeavour to maintain the quality of our environment through effective and efficient services, education, community and voluntary involvement, partnership working and enforcement.

4. STRONG ORGANISATION

- We will ensure that, as an organisation, we are suitably placed to deliver the priorities identified for Pendle and its residents. To do this we will employ the right people with the right skills in the right job. We will maintain robust financial processes, standards and systems optimising the technology and resources we have available to us, making us more efficient and effective in our service delivery and becoming Digital by Default.

The key themes in respect of each objective are as follows:

1. STRONG SERVICES

- Working with partners, the community and volunteers to provide sustainable, good value for money services at a lower cost base whilst striving to maintain customer satisfaction

2. STRONG ECONOMY

- Working with partners, which includes the Lancashire Enterprise Partnership (LEP), to help create sustainable, accessible jobs so that businesses locate, grow and stay in Pendle and to provide business support and facilitate skills improvement
- Enabling housing provision that meets local needs and aspirations in terms of quantity, quality, accessibility and affordability.

3. STRONG COMMUNITIES

- Working with partners to empower communities to become more self-sufficient whilst safeguarding vulnerable people.

4. STRONG ORGANISATION

- Maximise the potential of our workforce and be recognised as a leading employer
- Change the way we deliver services so that they meet changing customer demands in an efficient way and make the best use of our assets and technology, becoming Digital by Default.

More information on each of the objectives together with details of the key projects planned in support of each is available in the Council's Strategic Plan which can be viewed [here](#).

Area of Risk	Inherent Risk per matrix (1-9)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (1-9)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom / By When	Proposed Risk Score Target
<p>Failure to optimise Pendle's economic growth / development within the region</p> <p>(Key Objective 2)</p>	9	<p>Pendle has an approved Jobs and Growth Strategy focussed on economic growth, regeneration and creating conditions for job growth.</p> <p>Pendle has agreed to participate in the Lancashire Combined Authority.</p> <p>Pendle has representation on the LEP Board</p> <p>Pendle Vision Board remains active as a consultative and lobbying body for investment in Pendle.</p> <p>PLACE (Leaders and Chief Executives) continue to meet to make the case for investment in Pennine Lancashire.</p> <p>Pennine Lancashire Growth and Prosperity Plan produced.</p>	9	<p>Northern Powerhouse Initiative may provide opportunities for investment in Pendle.</p> <p>Limited funding for Regeneration given the focus on economic growth.</p> <p>Funding available generally being channelled through LEPs and therefore subject to national and local 'competition'</p> <p>Devolution may only be possible with an Elected Mayor</p> <p>Potential change in access to other external funding opportunities (but not clear).</p> <p>Diluted Pendle / East Lancashire influence on LEP</p>	<ul style="list-style-type: none"> Pendle remains actively involved in the development of the Combined Authority, the Lancashire Plan and Devolution Proposals. Pendle has representation on each Lancashire Plan Theme (Skills, Housing, Transport, Prosperous and Public Service Reform) Growth Deal 3 Funding awarded for Lomeshaye extension Joint working at PLACE on the implementation of the Growth and Prosperity Plan (which incorporates the actions within the Jobs and Growth Strategy). Renewed interest in East-West Connectivity (awaiting report on this from Lancashire County Council) 	D. Langton	7

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		<p>Core Strategy approved with Strategic Employment Site (extension of Lomeshaye Industrial Estate).</p> <p>Partnerships with the private sector provide investment into the Borough of Pendle, i.e. PEARL1, PEARL2 and PEARL (Brierfield Mill)</p>		<p>as membership changes</p> <p>Increasing number of Enterprise Zones and extent of development elsewhere in the County diverts business from Pendle</p> <p>Change in political administration at Lancashire County Council (with potential impact on East Lancs. representation at Cabinet level)</p> <p>LEP Growth Deal with Government provides opportunity to access Growth Fund and EU funding</p> <p>Move to 100% 'local' retention of Business Rates income stream by 2020</p>	<ul style="list-style-type: none"> PEARL (Brierfield Mill) onsite delivering c£30m investment in Northlight (with funding from Growth Deal, Pendle and Lancashire County Council) Public sector funding of £8.6m has been secured from the Lancashire Enterprise Partnership (LEP) Growth Deal, Lancashire County Council, Pendle Council. Work is now underway to deliver facilities for Burnley Football in the Community and for the Lancashire Adult Learning College. PEARL2 joint venture delivering programme of regeneration projects through alternative JV mechanism. PEARL meetings held on regular basis with HCA in attendance to discuss housing programmes. Review of Gearing up for Growth undertaken during 		

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				<p>Review of New Homes Bonus regime is not beneficial for Pendle.</p> <p>Land values reducing and disposals of land less likely.</p>	<p>2015/16 with funding of c£700k to be distributed over the 3 years.</p> <ul style="list-style-type: none"> Strategic review of assets approved with potential growth sites identified Constant review of funding opportunities to maximise funding to Pendle. 		
Lack of Cohesion between Communities (3)	9	<p>Close liaison with faith communities and support for community cohesion and inter-faith activity.</p> <p>Community Cohesion Action Network (CCAN) established.</p> <p>New faith forum established.</p> <p>Building Bridges supported.</p> <p>Open days organised for visiting Nelson and Brierfield Mosques.</p> <p>Town and parish councils encouraged to hold community events with support via Area</p>	8	<p>Potential high levels of tension or community disturbance.</p> <p>More pressure on local services.</p> <p>Adverse national publicity (cf recent terrorist incidents and Grenfell Tower).</p> <p>Disproportionate impact of economic downturn on some communities.</p> <p>Perception Surveys indicate difficulties between neighbours in</p>	<p>.</p> <ul style="list-style-type: none"> Community cohesion Emergency Contacts to be updated. Report on review of Prevent work to Executive Aug 2017. Member awareness briefing held 2016. Staff awareness training provided with 90% attendance. Contest Board in response to terrorism threat continues to meet and attended. 	P.Mousdale G. Whitehead	6

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		<p>Committees (e.g. Lancashire Day).</p> <p>County Prevent Action Plan in place</p>		<p>Nelson and Brierfield.</p> <p>End of specific funding for Prevent activity despite continuing legal duty.</p> <p>Reduction in Police Hate Crime and Diversity staffing.</p> <p>Influx of Migrants with implications for English as Foreign Language (ESOL) service provision.</p> <p>Pendle now an Asylum Seeker hub supported by Home Office.</p> <p>Arrival of small group of Syrian refugees.</p> <p>Counter Terrorism & Security Act 2015 brought in revised Prevent duties.</p>	<ul style="list-style-type: none"> Prevent Managers Group continues to meet and attended. Faith and Council Members meeting arranged. 		

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				Changes to Neighbourhood Policing across Lancashire			
Increased crime and, perception of levels of crime, and antisocial behaviour. (3)	7	<p>Pendle Community Safety Partnership in place.</p> <p>2015-18 Pendle Community Safety Strategy in place.</p> <p>Crime reduction priorities identified via Area assessment.</p> <p>Lancashire CEs Group acts as County Community Safety Partnership</p> <p>Pennine Strategic Community Safety Group established.</p> <p>Police and Crime Commissioner for Lancashire Policing Plan.</p> <p>Coordination of Health and Wellbeing and Community Safety approaches.</p>	5	<p>Despite overall crime reduction there are signs of a recent increase in areas of serious acquisitive crime and violent crime</p> <p>Perception Survey indicates that perception of crime is still a problem.</p> <p>Review of Partnership working by Police due to cuts in funding and enlarged Division</p> <p>Neighbourhood policing – concerns regarding level of resourcing in Pendle</p> <p>Reduction in PCSOs</p> <p>Police and Crime</p>	<ul style="list-style-type: none"> • Work being carried out to change perceptions e.g. Brierfield • Funding for SMILE mediation service on anti-social behaviour issues • Area Committee monitoring of grot spots and untidy land. • PSPO's being introduced in parks and other public spaces . • Increase In emphasis on tackling child sexual exploitation (e.g. training for taxi drivers). • Pendle now part of Lancs wide Information Sharing scheme to tackle organised crime together with Local Panel 	P. Mousdale G. Whitehead	5

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		<p>New CCTV scheme established for Nelson, Brierfield, Barnoldswick and Earby as part of East Lancashire scheme based in Blackburn</p> <p>Colne Town Council introduced its own CCTV scheme.</p> <p>County Analytical support on crime levels and trends provided.</p> <p>Regular monitoring of crime statistics by Area Committees.</p> <p>Anti-social behaviour coordinator in post.</p> <p>Work on alcohol reduction via Liquor licensing policies and system. Alcohol Orders in place in Colne, Barnoldswick and Nelson.</p> <p>Cleaner, Greener, Safer campaign.</p> <p>Environmental Crime Team established.</p>		<p>Commissioner Community Action Fund established to benefit local groups and organisations (£10k received in 2015/16).</p> <p>A community which feels unsafe.</p> <p>Poor image of the area leading to reluctance to invest.</p> <p>Increasing demand for services arising from drug and mental health problems.</p> <p>Anti-Social Behaviour, Crime and Policing Act 2014 introduced Community Protection measures which have improved the ability of the Council to take action on ASB</p>	<ul style="list-style-type: none"> Community based treatment and recovery services – INSPIRE Young ADAD Action Wide use of community protection warnings and notices. 		

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		<p>Significant provision of children's play areas and MUGAs (now transferred to town and parish councils).</p> <p>Significant provision of parks and other green spaces.</p> <p>Tasking group to deal with street scene, fly-tipping etc.</p> <p>Regular "good news" press releases to provide reassurance</p>					

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<p>Failure to deliver a balanced housing market with reference to need and demand</p> <p>(2)</p>	9	<p>Pendle has representation on the Group working to develop the Housing Theme for the Combined Authority and potential devolution deal.</p> <p>PEARL Joint Venture arrangement in place actively delivering new housing sites and new JV being worked up with Together Housing</p> <p>Regeneration Group focused on housing delivery (considering sites with extant planning consents, bringing forward Pendle-owned sites for development, identifying new sites etc)</p> <p>Good relationship with Homes and Community Agency.</p> <p>Regular monitoring of position and revisions to local housing strategies as necessary</p>	9	<p>Significant investment being made available from Government to the Homes and Communities Agency</p> <p>Pendle has an approved Core Strategy (with a designated Strategic Housing Site)</p> <p>Reform of New Homes Bonus regime not beneficial for Pendle</p> <p>Right to Build Vanguard Status awarded to Pendle</p> <p>Restructure of Together Housing as part of a larger Group restructure</p>	<ul style="list-style-type: none"> • Work commissioned by the Lancashire Chief Executives (funded by the LEP) to better understand housing issues across Lancashire. This will be used to develop a Lancashire Housing Strategy which will inform the work of the Combined Authority (and a potential devolution deal). • Work with PEARL2 to deliver a programme of new house building; including affordable housing. Sites include:- <ul style="list-style-type: none"> ▪ Quaker Heights, B/field ▪ Holden Road, B/field ▪ Clitheroe Road, B/field ▪ Carry Lane, Colne ▪ Oak Mill, Colne • Identifying and obtaining approval to dispose of Pendle-owned sites for residential development (some of these are for Custom and Self Build). Sites include:- <ul style="list-style-type: none"> ▪ White Grove Garage Site ▪ Briercliffe Avenue ▪ Hartleys Terrace ▪ Cooper Street 	D. Langton J. Whittaker N. Watson	7

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					<ul style="list-style-type: none"> Actively working to use the Brownfield Development Fund to bring forward housing on brownfield sites. This includes:- <ul style="list-style-type: none"> Oak Mill, Colne Brownfield Grant Fund (1 Grant approved date) Work with HCA to bring in additional funding through Starter Homes Initiative, Housing Zone Status, potential Accelerated Construction Scheme, use of Builders Finance Fund and Homebuilding Fund Continuing to work with Registered Social Providers to bring forward sites for the provision of affordable housing. Sale of all Whitefield Properties following refurbishment Continue to focus on bringing empty homes back into use. Empty Homes Strategy in place including Empty Homes Officer in place, use of Empty Homes Premium, 		

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					<p>Loans available to bring empty homes back into use.</p> <ul style="list-style-type: none"> • Improve poor quality housing through Housing Standards Team and enforcing Housing Act legislation • Work is underway on Part 2 of the Local Plan (Land Allocations). Working Group established. • Developer Day being planned by PLACE and HCA to 'market' residential development sites in Pennine Lancashire. 		
<p>Failure to make an impact on young people not in education, employment or training (NEETs)</p> <p>(2)</p>	9	<p>Jobs and Growth Strategy approved and being delivered.</p> <p>Proportion of Young People who are NEET in Pendle has reduced from 5.3% in 2014/15 to 3.6% in 2015/16 (and now below the England average of 4.2%).</p> <p>NEET Sub-Group in place reporting to the Pendle and Burnley Childrens Partnership Board.</p>	7	<p>Pendle's educational attainment for 2015 now lowest in Lancashire.</p> <p>Knock on effects e.g. increase in crime, Non-payment of Council Tax</p> <p>Core Strategy includes a strategic employment site within the</p>	<ul style="list-style-type: none"> • Jobs and Growth Strategy approved. • Continuing financial support for EAG in 2017/18. • Work with Lancashire Skills and Employment Board to reduce NEETs via specific European Social Fund (ESF) funded project • Work with DWP on specific employment initiatives using funding set aside as part of the Gearing up for Growth 	D. Langton	5

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		<p>Strategic Director sits on the Lancashire Skills and Employment Board</p> <p>The Council is working on a Pennine Lancashire basis to tackle unemployment</p>		Borough	<p>project.</p> <ul style="list-style-type: none"> Continuation of Locality based working within broader Neighbourhood Services grouping Continue to use Workstart programme (and any successor activity) in Waste Management Employer engagement – hosting of private sector job vacancies on council website Working with Nelson and Colne College, LCC and DWP providing a skills centre/employment shop in Nelson 		

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<p>The Medium Term Financial Plan is not sustainable</p> <p>(All)</p>	9	<p>Review of Financial Strategy and Medium Term Financial Plan undertaken (and reported to Members on an on-going basis</p> <p>Balances and Reserves relatively healthy and a clear policy/strategy to use them.</p> <p>Well established arrangements for budget development</p> <p>Excellent track record of achieving year on year efficiency savings.</p> <p>Regular reports provided to Members.</p>	9	<p>Significant reduction in both capital and revenue funding over period to 2020 post 'offer' of 4 year settlement in Dec 2015.</p> <p>Medium Term Financial Plan (revenue and capital) identifies a significant funding shortfall.</p> <p>Significant cost pressures remain (inflation, waste, planning and reduction in fees).</p> <p>Significant savings targets identified which will impact on provision of front line services.</p> <p>Local Government Resource Review)</p> <p>Business Rate Retention scheme and Localising Support for Council Tax</p>	<ul style="list-style-type: none"> Continuous review of Financial Strategy and Medium Term Financial Plan by Members. Reviews of all services and related costs as part of addressing the MTFP shortfall but also to drive value for money improvements. Lobbying of Government (through MP, LGA, SDCT) on settlement for District Councils and deprived Councils like Pendle. Consideration being given to new ways of working such as Shared Services / Channel Shift Continue to bid for available funding such as Local Growth Fund. Savings 'targets' established for the 2018-2021 MTFP period; options for savings being developed covering the 3 year Plan period Festive Decs, Conveniences and 	V Green	3

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				<p>Changes to the national Benefits framework/funding</p> <p>New Funding opportunities such as Local Growth Fund, Tax Increment Financing, New Homes Bonus exist (but not all may be available to Pendle).</p> <p>On-going austerity programme nationally with further cuts in Local Govt. funding</p> <p>Transfer of some services / facilities to Town & Parish Councils</p> <p>Comprehensive Spending Review 2015</p> <p>NNDR pooling</p>	<p>Community Halls, Play areas and MUGAs transferred to Town and Parish Councils where agreed.</p> <ul style="list-style-type: none"> Budget Working Group set up to identify savings options for 3 year plan period 2018/21. Consideration of 'strategic' options for savings agreed by Budget Working Group – officers to commence early stages of work Ongoing progress being made with Town and Parish Councils on transfer of assets/services, Participation in the Lancashire based NNDR pool for 2016/17 and 2017/18 Updated MTFP reported to Executive in May 17 Senior mgmt. reviews underway to determine potential areas of savings 		

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					<ul style="list-style-type: none"> Meeting arranged with Pendle Leisure Trust for August 2017 to discuss their proposals 		
Failure to provide 'good' Customer service, access and satisfaction (1)	8	<p>Pendle Customer Access Management Strategy document produced. Includes high level action plan.</p> <p>Communications Strategy and Community Engagement Strategy produced.</p> <p>Day to day management of contact points by Liberata using their expertise in this field.</p> <p>Council management structure groups together related services for better coordination.</p> <p>Corporate Complaints procedure.</p>	3	<p>Failure to maintain/improve services and achieve efficiency gains.</p> <p>Potential need to STOP certain services to achieve require savings.</p> <p>People's perception of Council administration.</p> <p>Perception Survey gives varying levels of satisfaction with Council services.</p> <p>Management of customer expectations and demand.</p> <p>Insufficient Officer capacity to provide focus on improvement in customer services</p>	<ul style="list-style-type: none"> ICT Strategy and Programme in place. Review of Contact Centre operation and inclusion of further services including LCC presence well received. Foster a strong customer service culture across the Council and its partners Programme of work on customer satisfaction Move to Digital by Default - website focuses on customer access and self-service. New GIS facility now operating on the website. Implementation of on-line services (E-Benefits, E-Revenues) <p>Telephone direct project</p>	P. Mousdale K. Mackay	3

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				<p>Government expectation of joined up approach to customer service with rest of public sector.</p> <p>Links to LCC Integrated Wellbeing team.</p> <p>Commercial approach to service provision and charging.</p> <p>MOSAIC profiling.</p>	<p>undertaken by CS staff to provide information to vulnerable groups.</p> <ul style="list-style-type: none"> • Idox Uniform implemented July 2017 to reduce costs and join up back office working. • Jadu Continuum CRM to be implemented to facilitate customer transactions via website Dec 2017 • Allpay contract entered in to from June 2015 in partnership with multiple NW authorities • Plan to cease taking cash payments and close cash/local offices by Dec 2017. • Customer Service Standards refreshed and relaunched Aug 2017. 		

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<p>The Universal Credit impacts adversely on the Council's contract with Liberata</p> <p>(3)</p>	7	Initial discussions on impact analysis with Liberata	7	<p>As New Claims/Change of Circumstances occur, Benefit Workloads will diminish</p> <p>Potential opportunity for District Councils to support delivery of Universal Credit</p> <p>Collaborative working on welfare reforms</p> <p>Budget 2015 and changes to Welfare Reforms (e.g. tax credit thresholds)</p>	<ul style="list-style-type: none"> National lobby for District Councils to provide a face to face Service (whereas Universal Credit generally will be provided by DWP) Welfare Reform Group set up comprising DWP and local stakeholders (e.g. Hsg Pendle) - looking at how agencies can work together in response to reforms Pendle participating in pilot project for various streams (new claimants) – on line access Customer/Service volumes being monitored under DWP pilot scheme; Report to Executive in September on Welfare Reforms post Budget 2015 Briefing for Council Members on Welfare Reforms and UC delivered at Council meeting in October 2015 Quarterly meetings of Pendle Welfare Reforms Group 	V Green Liberata	4

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					<ul style="list-style-type: none"> Pendle due to go live on full service UC in Q3 2018 		
Financial position of Leisure Trust resulting in inability to provide existing level of Service (3)	9	<p>Terms and Conditions.</p> <p>Client Monitoring of performance on a regular basis.</p> <p>Regular financial reviews take place</p> <p>Correlation of the Financial Plan and the Business Plan undertaken by the Council's Chief Finance Officer</p>	9	<p>Regular increase of grant funding costs to Council.</p> <p>Failure of new Spa facility to attract customers</p> <p>Inflexibility of agreement with PLT</p> <p>Deteriorating buildings and lack of improvement in public access with H & S implications.</p> <p>Various areas of operation subject to 'limited' audit assurance.</p> <p>Budget cost of operating the ACE centre and Café is insufficient</p> <p>Business Plan aspirations will not be met</p> <p>Subsidy currently</p>	<ul style="list-style-type: none"> Development of Leisure Strategy and meaningful PL's. Substantial investment in new facilities including a £220k loan for High Ropes course in Colne. Internal Audit review undertaken annually. Regular meetings between PLT and Client. Medium Term Financial Strategy and Plan for the Trust developed and currently being updated so that there is a clear understanding of its financial position Scrutiny review of Pendle Leisure Trust's provision of sports services and how they relate to Council's leisure strategy 	D. Langton V Green Ongoing	5

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				<p>provided by the Council for the ACE centre /café may not be affordable</p> <p>Fire at Wavelengths in August 2015</p>	<ul style="list-style-type: none"> Additional capital investment of £410,000 to improve PLT facilities agreed – schemes completed in 2013/14 Review of VAT arrangements to assess scope to optimise VAT recovery (Sept 2014) on leisure facilities On-going reductions in grant funding from the Council linked to budget saving requirements – further reductions agreed for 2016/17 by Council in Feb 2016. Reinstatement of Wavelengths spa completed in Q4 2016; £150k savings agreed and implemented in 2017/18 budget – meeting arranged in August 2017 to discuss ongoing savings 		
Major Disaster affecting delivery of Council services	7	Desk top disaster Emergency Planning exercises regularly undertaken.	5	Council shown in a bad light if unable to continue services.	<ul style="list-style-type: none"> IT Business Continuity and Business Impact analysis plan to be reviewed in light of Cyber Security concerns. 	D. Langton Man.Team Liberata	3

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(1)		<p>Strategic Crisis Management Plan drawn up.</p> <p>Business Continuity Management Team appointed.</p> <p>Business Continuity Plans in place for all strategic buildings and critical services.</p> <p>Emergency Plan developed and updated.</p> <p>IT Business Continuity and Business Impact Analysis plan developed by Liberata.</p> <p>Plans circulated to all relevant people and where appropriate placed on Intranet.</p> <p>County wide hub Resilience Direct in place.</p> <p>Mutual Aid agreement between Lancashire Councils in place.</p>		<p>Media and political fallout (cf Grenfell Tower).</p> <p>Liberata unable to recover IT systems for critical services.</p> <p>Financial loss due to non- delivery of income producing services.</p>	<ul style="list-style-type: none"> Business Continuity Plans to be kept updated and reviewed in conjunction with Zurich Municipal. Emergency Plan and other plans to be kept under continuous review. Further desktop exercise to test BCP plans to be arranged Autumn 2017. Report and action from this to be considered by Management Team and assigned to Corporate Governance Working Group to oversee implementation. Review of Colne Town Hall as recovery centre for Council operations in event of major incident. List of volunteers to be kept under review and refresher briefings to be held. Review of security arrangements in buildings and offices underway Refresher training in media relations for members and 		

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		Corps of volunteers recruited to assist in emergencies.			officers to be arranged.		
Incident resulting in death or serious injury or HSE investigation (1,4)	7	<p>Review of Risk Assessments undertaken. New assessments now placed on Intranet.</p> <p>Risk Management Working Group established.</p> <p>Health and Safety Champion (Corporate Director) appointed.</p> <p>Joint Council/ Liberata H&S Group in place.</p> <p>Structured qualification levels of H & S training provided for managers and staff.</p> <p>Risk Assessments completed for all Council Events.</p> <p>Events pack based on guidance by Zurich Mutual required to be completed by outside organisations using Council land.</p>	5	<p>Council shown in bad light, danger to reputation.</p> <p>HSE inspection rules Council at fault with ensuing notices and/or prosecution.</p> <p>Fees charged to Council for HSE investigations.</p> <p>Prosecution of under the Corporate Manslaughter and Homicide Act.</p>	<ul style="list-style-type: none"> QHS Solutions appointed to provide H&S support and advice. Risk Audits and Gap Analysis undertaken by QHS annually and results reported to Management Team (next in Aug 2017). H&S Officer reports to Management Team to highlight emerging issues. Training on Accident Investigation provided by Zurich Municipal in May 2015. Training in Risk assessment procedures provided February 2016 Refresher training in media relations for members and officers to be arranged. External review of Food Service 	D. Langton Man.Team V. Green	3

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		<p>Events Safety Advisory Group established.</p> <p>CDM Training carried out in July 2016 for all Service Areas</p> <p>Environmental Health inspections of Food Premises</p>					

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<p>Inability to continue to deliver current levels of service of waste collection and recycling.</p> <p>(3)</p>	7	<p>Countywide Waste Partnership in place.</p> <p>Cleaner, Greener, Safer campaigns and other publicity to promote recycling.</p> <p>Fortnightly household waste collection scheme with emphasis on recycled materials. Plastic, glass and metal recyclables go in one bin and cardboard and paper comingled.</p> <p>TEEP Assessments carried out in line with the requirements of The Waste (England and Wales) Regulations 2011. (amended 2012)</p> <p>Household waste Recycling Centres at Barnoldswick and Burnley promoted through annual leaflet and internet</p> <p>Trade Waste service (including recycling) and Garden waste service successfully implemented.</p>	7	<p>Potential for financial penalties if householders do not recycle and national target not achieved.</p> <p>Recycling levels plateaued and difficult to improve performance.</p> <p>Need to continue to promote Reducing, Reusing and Recycling approach.</p> <p>Focus on co-mingled recyclable materials.</p> <p>Severely reduced funding from LCC from April 2018 due to end of Cost Sharing Agreement.</p> <p>Public Perception Surveys report high levels of satisfaction.</p> <p>24</p>	<ul style="list-style-type: none"> Continue to monitor national moves on packaging. Charges for plastic carrier bags introduced nationally in 2015. Continue to promote 'Love Food, Hate Waste' campaign Clarification being sought from LCC on future recycling credits and other payments and arrangements related to transportation and disposal. Continue to develop and promote Trade waste and garden waste services. Further route optimisation review to be undertaken. Report to be submitted to Executive Aug 2017 on potential further savings, service reduction options and possibility of tendering exercise. Introduction of charges for bulky household waste and replacement bins to be recommended in income review Oct 2017. 	<p>P. Mousdale D. Walker C. Taylor</p>	3

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	7		7	<p>Countywide Waste Review by WRAP shows efficient and effective service.</p> <p>LCC appraisal of future East Lancs transportation and disposal arrangements.</p> <p>Tendering of service.</p>		P. Mousdale D. Walker C. Taylor	3

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<p>Increased Health Inequalities – failure to deliver an improvement to the general health of Pendle’s residents</p> <p>(Arrangements for Public Health in Lancashire fail to deliver health improvements in Pendle (1))</p>	9	<p>Pendle has an active Health and Social Care Panel</p> <p>Lead Executive Member for Health and Social Care has been appointed.</p> <p>Officer Resource has been allocated to consider Health-related activity.</p> <p>Good understanding of the key objectives for health improvement in Pendle.</p>	7	<p>The health outcomes for Pendle residents is consistently poor (as it is for Pennine Lancashire)</p> <p>Lack of resources in the Health and Social Care System generally (with particular funding issues at Lancashire County Council)</p> <p>Limited Strategic Direction from the Lancashire Health and Well-being Board</p> <p>East Lancashire Health and Well-Being Board ineffective and to be disbanded</p> <p>Pennine Lancashire Health and Well-being Board being established</p> <p>Funding available for Public Health Activity being reduced</p>	<ul style="list-style-type: none"> Leader and Strategic Director represent Pennine Lancashire Districts on the Pennine Lancashire Transformation Programme Strategic Director and Principal Policy Officer involved in various Working Groups for both the Lancashire Sustainability and Transformation Plan and the Pennine Lancashire Transformation Programme. Pendle has approved a Public Health Offer for District Council based on work undertaken by the Kings Fund. Continued representation on the Pennine Lancashire Health and Well-being Board Presentation to Councillors on Lancashire Sustainability and Transformation Plan and Pennine Lancashire Transformation Programme. Health and Social Care Panel continues to operate effectively in scrutinising the health and social care service. 	Dean Langton / G Dickson	5

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Failure to bring development forward in line with the adopted Core Strategy leading to missed opportunities for growth in employment and housing (2)	9	Under consideration	9		<ul style="list-style-type: none"> Update linked to Core Strategy Developments – Examination in Public, Main Modifications and Inspector’s report awaited 	D. Langton N. Watson	5

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Impact on Council's capacity / viability of organisational change linked to on-going reductions in funding for local government (3)	8	<p>Robust Strategic and Service Planning processes in place – reviewed regularly – which allows calibration of service delivery to available resources</p> <p>Performance Management and Monitoring arrangements in place which acts as an early warning indicator to stress/pressures on service delivery.</p> <p>Performance Management Review System in place</p> <p>Good Employee Engagement Mechanisms in place</p>	8	<p>Continuing reductions in funding will mean that further reviews of Organisational Structure are necessary.</p> <p>Reduced/Part Time staffing resource means that some staff find it difficult to take annual leave, provide adequate cover etc</p> <p>Flexible/Home Working opportunities being identified</p>	<ul style="list-style-type: none"> • New staffing structure implemented with effect from 1/4/15 to help mitigate impact. • Regular reviews of service provision, as part of the Medium Term Financial Planning process, to determine sustainability of services. • Targeted use and sharing of resources to deal with specific tasks, eg flooding issues. • IIP reassessment reaffirmed Council's Gold Standard. • Department specific staffing reviews undertaken to deal with retirements, voluntary redundancy etc. • Leadership and Management Programmes being implemented to ensure that Leaders/Managers are using staffing resource effectively. • Extended Management Team introduced to improve communication with and support to Managers at all levels. • Continuous Improvement 	D. Langton P. Mousdale	5