

# **(DRAFT) STRATEGIC RISK REGISTER (August 2018 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 themes in respect of each objective are 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.

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](#).

## Summary of the Risks identified in the Strategic Risk Register

Key Objective	Risk	Residual Risk Score
ALL KEY OBJECTIVES	The Medium Term Financial Plan is not sustainable.	A1
	Brexit.	A3 (p)
1 - STRONG SERVICES	Failure to provide 'good' customer service, access and satisfaction.	E3
	Major Disaster affecting delivery of Council services.	A3
	Increased Health Inequalities – failure to deliver an improvement to the general health of Pendle's residents.	C2
	Incident resulting in death or serious injury or HSE investigation. (Also see Objective 4)	C3
	Local Government Re-organisation and impact on regions with current two-tier local government structure.	C3(p)
	Financial position of Leisure Trust resulting in inability to provide existing level of Service.	A1
	2 - STRONG ECONOMY	Failure to optimise Pendle's economic growth / development within the region.
Failure to deliver a balanced housing market with reference to need and demand.		A2
Failure to make an impact on young people where it is necessary to improve poor educational attainment.		A3
Failure to bring development forward in line with the adopted Core Strategy leading to missed opportunities for growth in employment and housing.		TBD
3 - STRONG COMMUNITIES	Lack of Cohesion between Communities.	C4
	Failure to Reduce Crime.	B3
	Increased anti-social behaviour, crime and the perception of levels of crime.	B3
	Universal Credit impacts on the Council's contract with Liberata.	A3
4 - STRONG ORGANISATION	Inability to continue to deliver current levels of service of waste collection and recycling.	A3
	Impact on Council's capacity / viability of organisational change linked to on-going reductions in funding for local government.	B2
	Risk of data breach and failure to comply with General Data Protection Regulation (GDPR).	A3 (p)
	Boundary Commission Review.	TBD

(p) = provisional assessment, subject to review by Management Team

**The Risk Score Model**

<b>Likelihood</b>	A					
	B					
	C					
	D					
	E					
		5	4	3	2	1
		<b>Impact</b>				

<b>Definitions of Likelihood</b>	
<b>Evaluation</b>	<b>Level</b>
Almost Certain	A
Likely	B
Moderate	C
Unlikely	D
remote	E

<b>Definitions of Impact</b>	
<b>Evaluation</b>	<b>Level</b>
Catastrophic	1
Major	2
Moderate	3
Minor	4
Insignificant	5

**RISKS APPLICABLE TO ALL KEY OBJECTIVES**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom / By When	Target Risk Score Target
<p>The Medium Term Financial Plan is not sustainable.</p> <p>(All Key Objectives)</p> <p><b>Susan</b></p> <p>Updated</p>	<p align="center">A1</p>	<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 are in place to help smooth out the impact of net expenditure reductions.</p> <p>Balances and Reserves reviewed to maximise support in achieving a self-sustained balanced budget position.</p> <p>Well established arrangements for budget development.</p> <p>Regular reports provided updating members of the latest budget forecasts, budget assumptions applied and potential impact of the Fair Funding Review.</p>	<p align="center">A1</p>	<p>Significant reduction in both capital and revenue funding over period since the Comprehensive Spending Review 2010.</p> <p>Medium Term Financial Plan (revenue and capital) identifies a significant funding shortfall.</p> <p>Significant cost pressures remain (inflation, waste, planning, pension fund deficit recovery and reduction in fees).</p> <p>Significant savings targets identified which will impact on provision of front line services.</p> <p>Unknown Local Govt. Fair Funding Review outcomes.</p>	<ul style="list-style-type: none"> <li>• Production of Efficiency Plan to secure 4 year settlement.</li> <li>• Continuous review of Financial Strategy and Medium Term Financial Plan by Members.</li> <li>• Review of the Pension Fund with regard to achieving fully funded status.</li> <li>• Reviews of all services and related costs as part of addressing the MTFP shortfall but also to drive value for money improvements.</li> <li>• Achieve an un-qualified VfM conclusion for 2017/18 from External Auditors.</li> <li>• Continue to bid for available funding.</li> </ul>	<p>S. Guinness</p>	<p align="center">D3</p>

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		<p>Excellent track record of achieving year on year efficiency savings.</p> <p>Development and adoption of a Commercial Strategy in 2018/19.</p> <p>Strong track record of partnership and joint working service delivery arrangements that can be expanded to increase efficiency.</p> <p>Consolidation of office accommodation and co-location with partners to increase efficiency.</p> <p>Treasury Strategy and Monitoring to minimise the cost of carrying debt.</p>		<p>Exposure to financial risk potentially greater than other Councils within the county due to receipt and reliance on Revenue Support Grant core funding.</p> <p>75% Business Rate Retention scheme to be introduced in 2020/21</p> <p>Opportunity to benefit from residential and commercial tax base growth.</p> <p>Changes to the national Benefits framework/funding.</p> <p>Potential new grant income stream to replace New Homes Bonus to incentivise development.</p>	<ul style="list-style-type: none"> <li>• Lobbying of Government (through MP, LGA, SDCT) on settlement for District Councils and deprived Councils like Pendle.</li> <li>• Commissioning of financial analysis of overall budget reductions from the Comprehensive Spending Review in 2010 to present day to demonstrate any disproportionate impact when compared to the national picture. This will provide evidence to support lobbying in attempting to influence thinking in respect of the Fair Funding Review.</li> <li>• Consideration being given to new ways of working such as Shared Services/Channel Shift</li> <li>• Savings 'targets' strategy established for the 2018-2021 MTFP period with options being developed.</li> </ul>		

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				<p>On-going austerity programme nationally with further cuts in Local Govt. funding – Fair Funding Review.</p> <p>Continuation of Lancashire Business Rates Pooling agreement.</p> <p>Issue of Section 114 Notice by the CFO (LG Finance Act 1988) if budget savings progress is slowed or is not achieved.</p> <p>Outcomes of Fair Funding Review unknown which increases financial uncertainty and may require focus to be on short term financial decision making not long term strategic planning.</p>	<ul style="list-style-type: none"> <li>• Various amenities such as Festive Decs, Conveniences and Community Halls, Play areas and MUGAs transferred to Town and Parish Councils where agreed.</li> <li>• Empty Homes Task Group set up to reduce Empty Homes and maximise the potential for New Homes Bonus qualification.</li> <li>• Consideration of ‘strategic’ options for savings to be reported to members for consideration in September 2018 well ahead of the budget finalisation and approval deadline in February 2019.</li> <li>• On-going progress being made with Town and Parish Councils on transfer of assets/services.</li> </ul>		

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				<p>Initiatives within the borough that will support growth such as improved road connectivity and re-instatement of Rail connectivity and potential for new station.</p> <p>Transfer of some services / facilities to Town &amp; Parish Councils.</p>	<ul style="list-style-type: none"> <li>• Participation in the Lancashire based NNDR pool for 2018/19 and 2019/20.</li> <li>• Updated MTFP reported to Policy and Resources in May 2018.</li> <li>• Restructure proposals to members in August 2018.</li> <li>• Financial Resilience Testing.</li> <li>• The Pendle Leisure Trust subsidy level reviewed by Policy and Resources Committee in August 2018. Approval also gained for an external specialist review to assist in achieving a financially self-sustainable position in future whilst also seeking to maintain leisure services delivered across the borough.</li> </ul>		

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<p>BREXIT</p> <p>(All Key Objectives)</p> <p>Gill Dickson</p> <p>Updated</p>	<p>A3</p>	<p>Impact on District Council functions considered to be minimal.</p> <p>Strong track record of partnership and joint working service delivery arrangements that could help address any increase in service demand resulting from Brexit.</p>	<p>A3</p>	<p>Lengthy negotiations at Central Government level so delays in knowing what the final 'deal' is and the impacts it will have across the council services, the economy (local and national), the local community and organisation.</p> <p>Impact of BREXIT and the final 'deal' on communities and therefore the demand on welfare and vulnerable people is unknown.</p> <p>Reasonably large parts of some communities comprise EU Migrants who are a key part of the local workforce.</p> <p>Central Government</p>	<ul style="list-style-type: none"> <li>• Lobbying of Government (through MP, LGA, SDCT) on settlement for District Councils and deprived Councils like Pendle.</li> <li>• Pendle Welfare Reform group to begin to consider potential welfare implications of Brexit</li> <li>• Management Team/ P&amp;RC report to scope out potential implications of Brexit/'No deal' for Pendle and to help determine PBC Brexit policy approach</li> <li>• Empty Homes Task Group set up to reduce Empty Homes.</li> <li>• Commissioning and Procurement Policy and Strategy/Contract Procedure Rules reviewed to ensure they remain fit for purposes, are compliant and are communicated to Council Officers to ensure value</li> </ul>	<p>D Langton</p>	<p>E5</p>



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				<p>have limited capacity to address other issues that impact on the Council .e.g. Fair Funding Review</p> <p>UK leave the EU with 'No Deal' with the EU and unknown impact of this</p> <p>Immigration from European countries potentially impacts on issues such as Pendle's workforce, empty homes numbers etc</p> <p>Potential increased costs on imported goods due to imposition of tariffs</p> <p>Employment restrictions could harm productivity and significantly increase labour costs for Pendle's economy.</p>	<p>for money and most economically advantageous purchasing decisions are made by the Council</p> <ul style="list-style-type: none"> <li>Review significant policies relevant to the management of potential risks to ensure they are fit for purpose post Brexit</li> </ul>		

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<p>Failure to provide 'good' customer service, access and satisfaction.</p> <p><b>STRONG SERVICES</b> (Key Objective 1)</p> <p>Philip / Marie</p> <p>Updated</p>	<p>B2</p>	<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>	<p>E3</p>	<p>Failure to maintain/improve services and achieve efficiency gains.</p> <p>Potential need to STOP certain services to achieve required 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"> <li>• ICT Strategy and Programme in place. ICT Roadmap regularly reviewed.</li> <li>• Review of Contact Centre operation and inclusion of further services including LCC presence well received.</li> <li>• Foster a strong customer service culture across the Council and its partners.</li> <li>• Programme of work on assessing customer satisfaction.</li> <li>• Demand management initiatives and service standards across the Council under review by Management Team.</li> <li>• Move to Digital by Default - website focuses on customer access and self-service. GIS facility now available to provide on-line map-based information.</li> </ul>	<p>P. Mousdale M. Mason</p>	<p>D3</p>

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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>	<ul style="list-style-type: none"> <li>Implementation of on-line services (E-Benefits, E-Revenues) completed.</li> <li>Customer Services staff continue to signpost members of the public to relevant 3<sup>rd</sup> parties / agencies for any further assistance / support they may require.</li> <li>Idox Uniform implemented July 2017 to reduce costs and join up back office working.</li> <li>Jadu Continuum CRM being implemented to facilitate customer transactions via the website. There are currently eight processes / transactions available and development work is ongoing.</li> <li>Allpay contract entered in to from June 2015 in partnership with multiple NW authorities.</li> </ul>		

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					<ul style="list-style-type: none"> <li>• Civica e-Store payment portal being developed to facilitate a better customer experience when making payments via the website.</li> <li>• Ceased taking cash payments and closed cash/local offices September 2017.</li> <li>• Vulnerable Persons Policy – Debt Recovery has been developed to specifically support vulnerable debtors.</li> </ul>		
<p>Major Disaster affecting delivery of Council services.</p> <p><b>STRONG SERVICES</b> (Key Objective 1)</p> <p>Philip / David</p> <p>Updated</p>	A2	<p>Desk top disaster Emergency Planning exercises regularly undertaken.</p> <p>Strategic Crisis Management Plan drawn up.</p> <p>Business Continuity Management Team appointed.</p> <p>Emergency Plan</p>	A3	<p>Council shown in a bad light if unable to provide statutory services within a reasonable period of time. (48 hours)</p> <p>Media and political fallout ( cf Grenfell Tower).</p> <p>Liberata unable to recover IT systems for critical services.</p>	<ul style="list-style-type: none"> <li>• IT Business Continuity and Business Impact analysis plan to be reviewed in light of Cyber Security concerns.</li> <li>• Business Continuity Plans to be kept updated and reviewed in conjunction with Zurich Municipal.</li> <li>• Emergency Plan and other plans to be kept under continuous review.</li> </ul>	P. Mousdale. D. Walker. S Guinness (ongoing)	B4

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		<p>developed and updated.</p> <p>Business Continuity Plans in place for all strategic buildings and critical services.</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>Corps of volunteers recruited to assist in emergencies.</p>		<p>Financial loss due to non- delivery of income producing services.</p>	<ul style="list-style-type: none"> <li>• Further desktop exercise to test BCP plans to be completed October 2018. Report and action from this to be considered by Management Team and assigned to Corporate Governance Working Group to oversee implementation.</li> <li>• Review of Colne Town Hall as recovery centre for Council operations in event of major incident.</li> <li>• List of volunteers to be kept under review and refresher briefings to be held.</li> <li>• Review of security arrangements in buildings and offices completed</li> <li>• Refresher training in media relations for members and officers to be arranged.</li> </ul>		

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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</p> <p><b>STRONG SERVICES</b> (Key Objective 1)</p> <p>Dean / Gill</p> <p>Updated</p>	<p align="center">B2</p>	<p>Pendle has an active Health and Social Care Panel</p> <p>Pendle has joined with ELCCG to create Pendle Health and Wellbeing Board</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> <p>Development of Pennine Plan, ‘Together a Healthier Future’ which sets out a range of new models of care.</p>	<p align="center">C2</p>	<p>Pendle residents’ health outcomes are consistently poor (as it is for Pennine Lancashire).</p> <p>Lack of resources in the Health and Social Care System generally.</p> <p>Demand on acute health services continues to increase</p> <p>Limited Strategic Direction from the Lancashire Health and Well-being Board.</p> <p>Prevention of ill-health identified as a priority.</p>	<ul style="list-style-type: none"> <li>• Leader and Chief Executive represent Pennine Lancashire Districts on the Pennine Lancashire Transformation Programme.</li> <li>• Local alignment of PBC and ELCCG health structures and priorities.</li> <li>• Regular meetings of the Pendle Health and Wellbeing Board (comprising a range of Partners) to consider co-ordinated approach to health and well-being.</li> <li>• Pendle Health and Social Care Panel considers health issues on a Task and Finish basis.</li> </ul>	<p>D Langton</p>	<p align="center">C4</p>

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<p>Incident resulting in death or serious injury or HSE investigation.</p> <p>(Key Objectives 1 <b>STRONG SERVICES</b> and 4 <b>STRONG ECONOMY</b>)</p> <p>Philip / David</p> <p>Updated</p>	<p>B2</p>	<p>Review of Risk Assessments undertaken at least annually. New and revised 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&amp;S Group in place.</p> <p>Structured qualification levels of H &amp; 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>	<p>C3</p>	<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 under the Corporate Manslaughter and Homicide Act.</p> <p>Prosecution for alleged failure to discharge duties imposed upon the Council within the Health and Safety at Work Act 1974.</p> <p>Financial losses caused through fines or loss of business.</p>	<ul style="list-style-type: none"> <li>• QHS Solutions appointed to provide H&amp;S support and advice.</li> <li>• Risk Audits and Gap Analysis undertaken by QHS annually and results reported to Management Team (next in Oct 2018).</li> </ul> <p>Environmental Services Manager reports to Management Team to highlight emerging issues.</p> <ul style="list-style-type: none"> <li>• Training on Accident Investigation provided by Zurich Municipal in May 2015.</li> <li>• Training in Risk assessment procedures provided February 2016.</li> <li>• Risk assessor network and working group in place.</li> <li>• Refresher training in media relations for members and officers to be arranged.</li> <li>• External review of Food</li> </ul>	<p>P. Mousdale. D. Walker. (ongoing)</p>	<p>E5</p>

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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>			Service.		



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<p>Local Government Re-organisation and impact on regions with current two-tier local government structure.</p> <p>(Key Objectives 1 <b>STRONG SERVICES</b> and 4 <b>STRONG ECONOMY</b>)</p> <p><b>Dean</b></p> <p>To be updated</p>	<p>C2</p>	<p>Any decision on local government re-organisation will require the support of Full Council, other Councils and the Government.</p> <p>Re-organisation will be subject to rigorous review and will have a reasonable lead in time allowing for an orderly transition to a new organisation.</p>	<p>C3</p>	<p>National Audit Office estimates: 49.1% reduction in Local Authority funding 2010 to 2018.</p> <p>Demand for services has increased e.g. homelessness.</p> <p>Higher cost pressures e.g. national Insurance rates, national Living Wages, Apprenticeship levy.</p> <p>Increase commercialism to reduce net expenditure.</p> <p>Financial position of the sector has worsened markedly since 2014.</p> <p>Reliance on reserve draw-down to balance budgets.</p>	<ul style="list-style-type: none"> <li>Pendle Council has resolved to discuss the potential for creating a Unitary Council with other East Lancashire District Councils</li> </ul>	<p>D. Langton</p>	<p>E5</p>

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				<p>Reducing reserves position and issue of section 114 notice within the sector.</p> <p>Opportunity to achieve economies of scale.</p> <p>Impact of inherited budget deficits of County Councils.</p> <p>Large scale change at time of low capacity and financial resilience to implement.</p>			

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<p>Financial position of Leisure Trust resulting in inability to provide existing level of Service.</p> <p><b>STRONG COMMUNITIES</b> (Key Objective 3)</p> <p><b>Susan</b></p> <p>Updated</p>	<p>A1</p>	<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 Financial Officer.</p> <p>Co-location of Council and Trust Finance staff to facility joint and flexible working.</p>	<p>A1</p>	<p>Budget efficiencies considered outwith the Council.</p> <p>Failure of facilities to attract customers.</p> <p>Inflexibility of agreement with PLT.</p> <p>Deteriorating buildings and lack of improvement in public access with H &amp; S implications.</p> <p>Budgeted cost of operating the ACE centre and Café is insufficient and is exceeded.</p> <p>Cash income of the PLT is demand led and impacted by matters outwith PLT's control e.g. recent hot weather in summer 2018.</p>	<ul style="list-style-type: none"> <li>• Development of Leisure Strategy and meaningful PI's.</li> <li>• Internal Audit review undertaken annually.</li> <li>• Regular meetings between PLT and Client.</li> <li>• Medium Term Financial Strategy and Plan for the Trust developed and regularly updated so that there is a clear understanding of its financial position.</li> <li>• External review of Leisure facilities in Pendle will be commissioned in 2018/19.</li> <li>• Scrutiny review of Pendle Leisure Trust's provision of sports services and how they relate to Council's leisure strategy.</li> <li>• Aspiration for leisure Services to be 100% self-financing.</li> </ul>	<p>D. Langton S. Guinness Ongoing</p>	<p>A3</p>

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				<p>Business Plan aspirations will not be met.</p> <p>Subsidy currently provided by the Council for the ACE centre /café may not be affordable.</p> <p>Potential for Leisure Trust and Council support function staff to work more closely together to improve workload resilience.</p> <p>Competition provided by the private sector.</p>	<ul style="list-style-type: none"> <li>Additional capital investment has been made to improve PLT facilities in previous years. In recent years the sinking fund provides an annual capital investment provision with currently £0.239m available in the Capital Programme.</li> <li>On-going reductions in grant funding from the Council linked to budget saving requirements – further reductions in subsidy agreed for 2019/20.</li> <li>The MTFP includes savings contributions from the Leisure Trust which are currently being worked up into budget efficiency proposals.</li> </ul>		

**KEY OBJECTIVE 2 – STRONG ECONOMY**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	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><b>STRONG ECONOMY</b> (Key Objective 2)</p> <p>Dean / Julie / Neil</p> <p>Updated</p>	<p align="center">A1</p>	<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 emerging 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</p>	<p align="center">B1</p>	<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>Government Funding available generally being channelled through LEPs and therefore subject to national and local ‘competition.’</p> <p>Devolution could provide opportunities for the Council.</p> <p>Potential change</p>	<ul style="list-style-type: none"> <li>• Pendle remains actively involved in the development of the emerging Combined Authority, the Lancashire Plan and Devolution Proposals.</li> <li>• Pendle has representation on the various each themes being, Skills; Housing; Transport; Prosperous and Public Service Reform; for potential devolution.</li> <li>• Joint working at PLACE on the implementation of the Growth and Prosperity Plan (which incorporates the actions within the Jobs and Growth Strategy).</li> <li>• Renewed interest in East-West Connectivity with feasibility for Colne/ Skipton railway being commissioned.</li> <li>• Growth Deal 3 and ESIF Funding awarded for Lomeshaye extension.</li> <li>• PEARL (Brierfield Mill) onsite</li> </ul>	<p>D. Langton</p>	<p align="center">C3</p>

**KEY OBJECTIVE 2 – STRONG ECONOMY**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
		<p>Growth and Prosperity Plan produced.</p> <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>in access to other external funding opportunities.</p> <p>Increasing number of Enterprise Zones and extent of development elsewhere in the County diverts business from Pendle.</p> <p>Review of LEPs may provide for influencing funding opportunities.</p> <p>Refresh of the Strategic Economic Plan (SEP) and the development of the Local Industrial Strategy (LIS) could provide opportunities to access funding.</p> <p>Diluted Pendle /</p>	<p>delivering c£30m investment in Northlight (with funding from Growth Deal, Pendle and Lancashire County Council).</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• PEARL2 joint venture delivering programme of regeneration projects through alternative JV mechanism.</li> <li>• Review of Gearing up for Growth undertaken during 2017/18 with funding of c£700k to be distributed over the 3 years.</li> <li>• Strategic review of assets approved with potential growth sites identified.</li> <li>• Constant review of funding</li> </ul>		

**KEY OBJECTIVE 2 – STRONG ECONOMY**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
				<p>East Lancashire influence on LEP as membership changes.</p> <p>Move to 75% 'local' Business Rates Retention income stream by 2021.</p> <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>opportunities to maximise funding to Pendle.</p>		

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Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
<p>Failure to deliver a balanced housing market with reference to need and demand</p> <p><b>STRONG ECONOMY</b> (Key Objective 2)</p> <p>Dean /Julie</p> <p>Updated</p>	<p>A2</p>	<p>Pendle has representation on the Group working to develop the Housing Theme for the Lancashire Leaders and potential devolution deal.</p> <p>PEARL Joint Venture arrangement in place actively delivering new housing sites and a new JV being set 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>Regular meetings with Homes England to understand new funding opportunities.</p> <p>Regular monitoring of position and revisions to</p>	<p>A2</p>	<p>Significant investment being made available from Government to Homes England.</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>Registered providers moving to larger group structures and targeting investment to other areas.</p>	<ul style="list-style-type: none"> <li>• Work commissioned by the Lancashire Chief Executives (funded by the LEP) to better understand housing issues across Lancashire. This is being used to inform the work of the Lancashire Leaders (and a potential devolution deal).</li> <li>• Work with PEARL2 to deliver a programme of new house building; On site at:-             <ul style="list-style-type: none"> <li>▪ Clitheroe Road, B/field.</li> <li>▪ Carry Lane, Colne.</li> <li>▪ Oak Mill, Colne.</li> </ul> </li> <li>• Identifying and obtaining approval to dispose of Pendle-owned sites for residential development Sites include:-             <ul style="list-style-type: none"> <li>▪ Further Clough Head.</li> <li>▪ Halifax Road.</li> </ul> </li> <li>• Bringing forward small Pendle-owned sites for Self Build and the Developer Register.</li> </ul>	<p>D. Langton J. Whittaker Ongoing</p>	<p>A3</p>



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		local housing strategies as necessary.			<ul style="list-style-type: none"> <li>• Actively working to use the Brownfield Development Fund to bring forward housing on brownfield sites.</li> <li>• Work with Homes England to bring in additional funding through Housing Zone Status and potential Accelerated Construction Scheme.</li> <li>• Continuing to work with Registered Providers to bring forward sites for the provision of affordable housing.</li> <li>• 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, Loans available to bring empty homes back into use.</li> <li>• Improve poor quality housing through Housing Standards Team and enforcing Housing Act legislation.</li> <li>• Work is underway on Part 2</li> </ul>		

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					<p>of the Local Plan (Land Allocations). Working Group established.</p> <ul style="list-style-type: none"> <li>Trying to bring forward an Extra Care scheme in Bradley.</li> </ul>		

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Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
<p>Failure to make an impact on young people where it is necessary to improve poor educational attainment.</p> <p><b>STRONG ECONOMY</b> (Key Objective 2)</p> <p><b>Dean / Julie</b></p> <p>Updated</p>	A1	<p>Jobs and Growth Strategy approved and being delivered.</p> <p>NEET Sub-Group in place reporting to the Pendle and Burnley Childrens' Partnership Board.</p> <p>Chief Executive sits on the Lancashire Skills and Employment Board.</p> <p>The Council is working on a Pennine Lancashire basis to tackle unemployment.</p>	A3	<p>Pendle has the lowest average attainment 8 score in Lancashire in 2016/17.</p> <p>Poor educational attainment may impact on the local economy as business growth needs successful workforce recruitment.</p> <p>Knock on effects e.g. increase in crime, Non-payment of Council Tax.</p> <p>Proportion of Young People who are NEET in Pendle has increased from 3.6% in 2015/16 to 4.1% in 2016/17 (and is above the England average of 2.7%).</p>	<ul style="list-style-type: none"> <li>Jobs and Growth Strategy to be updated.</li> <li>Continuing financial support for EAG in 2017/18.</li> <li>Work with Lancashire Skills and Employment Board to reduce NEETs via specific European Social Fund (ESF) funded project.</li> <li>Work with DWP on specific employment initiatives e.g. Pendle Prospects Jobs Fair.</li> <li>Continuation of Locality based working within broader Neighbourhood Services grouping.</li> <li>Continue to use Workstart programme (and any successor activity) in Waste Management.</li> <li>Lancashire Adult Learning manage a skills centre/employment shop in Nelson.</li> </ul>	D. Langton J Whittaker	C3

**KEY OBJECTIVE 2 – STRONG ECONOMY**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
					<ul style="list-style-type: none"> <li>• Employer engagement to understand skills needs.</li> <li>• Programme in place to boost the number of apprenticeships.</li> <li>• Pendle Challenge established to boost attainment.</li> </ul>		

**KEY OBJECTIVE 2 – STRONG ECONOMY**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
<p>Failure to bring development forward in line with the adopted Core Strategy leading to missed opportunities for growth in employment and housing.</p> <p><b>STRONG ECONOMY</b> (Key Objective 2)</p> <p>Neil / Dean</p> <p>To be updated</p>	A1		A1		<ul style="list-style-type: none"> <li>Update linked to Core Strategy Developments – Examination in Public, Main Modifications and Inspector’s report awaited</li> </ul>	D. Langton N. Watson	C3

**KEY OBJECTIVE 3 – STRONG COMMUNITIES**

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>Lack of Cohesion between Communities.</p> <p><b>STRONG COMMUNITIES</b> (Key Objective 3)</p> <p>Sarah</p> <p>Updated</p>	<p>B3</p>	<p>Close inter agency local monitoring led by the police in line with Government tension monitoring guidance.</p> <p>Work closely with Building Bridges and support the Community Cohesion Action Network and Forum of Faiths.</p> <p>PBC is part of the Contest Board and Lancashire Prevent Delivery Partners Group.</p> <p>PBC staff completed online training on Channel.</p>	<p>C4</p>	<p>Potential high levels of tension or community disturbance.</p> <p>More pressure on local services.</p> <p>Adverse national publicity.</p> <p>Impact of economic downturn, higher and rising unemployment.</p> <p>Reductions in Police Funding.</p> <p>The Government's Integrated Communities Strategy is currently being developed (August 2018).</p> <p>Planned changes to Neighbourhood Policing across Lancashire.</p>	<ul style="list-style-type: none"> <li>• Community cohesion Emergency Contact plan to be reviewed and updated.</li> <li>• Cohesion and Member awareness, community and leadership skills to be developed.</li> <li>• Thematic report including cohesion and Prevent update to P&amp;R Sept 2018.</li> <li>• Pendle Prevent Delivery Plan to be updated and presented to Management Team.</li> </ul>	<p>S. Astin</p>	<p>D4</p>

**KEY OBJECTIVE 3 – STRONG COMMUNITIES**

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
				Prevent funding in Burnley ends by 31.03.19 – reduced support for Pendle.			
<p>Failure to reduce crime.</p> <p><b>STRONG COMMUNITIES</b> (Key Objective 3)</p> <p>Sarah/Phillip</p> <p>Updated</p>	A3	<p>Pendle Community Safety Partnership meets quarterly.</p> <p>Community Safety Strategy and action plan in place 2016-19.</p> <p>Pennine and Pendle Genga Panels established and meeting regularly to tackle organised crime.</p> <p>Locality Review carried out and recommendations being taken forward.</p> <p>Targeted work in Brierfield.</p>	B3	<p>Significant increases in all crime and particularly with domestic abuse, violence against the person and alcohol related crime.</p> <p>Risk around overall perception and confidence.</p> <p>Review of Neighbourhood Policing and other ways of working by Police due to cuts in funding.</p> <p>Transfer of CCTV management and maintenance to town and parish councils.</p>	<ul style="list-style-type: none"> <li>• CSP Strategy to be agreed by 2019</li> <li>• Community safety issues included on area committee agendas</li> <li>• A strategic action plan for Brierfield and developing the youth forum into a delivery group</li> <li>• Local Drug Abuse and Alcohol delivered from dispersed centres across Pendle offering excellent treatment and recovery services</li> <li>• Use of the Genga approach and PAM platform to share information and deliver actions around serious organised crime and local OCGs</li> </ul>	P. Mousdale S. Astin	C4

**KEY OBJECTIVE 3 – STRONG COMMUNITIES**

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>Reduced budget for Pendle CSP.</p> <p>Increased focus on the impact of organised crime and organised crime groups within Pendle and cross boundary.</p> <p>Continuing pressure to join an East Lancashire CSP.</p> <p>PCC Community Action Fund established to benefit local groups / organisations.</p>	<ul style="list-style-type: none"> <li>Analytical support retained but not dedicated to Pendle</li> <li>Highlighting of local funding issues at County and Police and Crime Commissioner level.</li> <li>£10k received from Police and Crime Commissioner for local community projects.</li> </ul>		
<p>Increased anti-social behaviour, crime and the perception of levels of crime</p> <p><b>STRONG COMMUNITIES</b> (Key Objective 3)</p>	A3	<p>Community Protection Coordinator still in post.</p> <p>Full use of tools and powers under Anti Social Behaviour, Crime and Policing Act.</p> <p>Focus on environmental crime and grotspots.</p>	B3	<p>A community which feels unsafe.</p> <p>Poor image of the area leading to reluctance to invest.</p> <p>Future funding not certain.</p>	<ul style="list-style-type: none"> <li>Regular monitoring by Area Committees.</li> <li>Dedicated Environmental Crime Team.</li> <li>Use of Environmental Visual Audits to reduce ASB and environmental crime and identify grotspots and hotspots.</li> </ul>	P. Mousdale A. Astin	C4



**KEY OBJECTIVE 3 – STRONG COMMUNITIES**

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>Sarah / Philip</p> <p>Updated</p>		<p>Effective partnership working to manage the risk of harm and vulnerability.</p>		<p>Impact of reduced neighbourhood policing presence.</p> <p>Increasing levels of crime.</p>	<ul style="list-style-type: none"> <li>Funding for SMILE mediation service on anti-social behaviour issues.</li> <li>Innovative use of tools and powers based on resolution rather than enforcement.</li> </ul>		
<p>Universal Credit impacts adversely on the Council's contract with Liberata</p> <p><b>STRONG COMMUNITIES</b> (Key Objective 3)</p> <p>Susan</p> <p>Updated</p>	<p>A2</p>	<p>Roll-out of Universal Credit has been gradual over recent years with key matters tested before they are rolled out in full.</p> <p>Delivery Partner Agreement with DWP to support them with various matters (personal budget support, use of IT, support with CTS)</p> <p>Roll-out of Full Live Service being undertaken in partnership with</p> <p>Discussions on impact analysis with Liberata.</p>	<p>A3</p>	<p>Impact of Universal Credit on vulnerable people</p> <p>As New Claims/Change of Circumstances occur, Benefit Workloads will diminish as claimants move onto Universal Credit.</p> <p>Potential opportunity for District Councils to support delivery of Universal Credit.</p> <p>Collaborative working on welfare reforms.</p>	<ul style="list-style-type: none"> <li>National lobby for District Councils to provide a face to face Service (whereas Universal Credit generally will be provided by DWP)</li> <li>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.</li> <li>Report to Policy and Resources updating Members on UC roll-out in November and thereafter reporting on the initial transitional period.</li> <li>Briefing for Council Members on Welfare Reforms and UC was</li> </ul>	<p>S. Guinness Liberata</p>	<p>A5</p>

**KEY OBJECTIVE 3 – STRONG COMMUNITIES**

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
				Changing nature of the Benefits Service will impact on the contract Pendle has with Liberata which will need to be managed appropriately,.	delivered at Council meeting in October 2015. <ul style="list-style-type: none"> <li>• Pendle due to go live on full service UC in Q3 2018.</li> </ul>		

**KEY OBJECTIVE 4 – STRONG ORGANISATION**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
<p>Inability to continue to deliver current levels of service of waste collection and recycling.</p> <p><b>STRONG ORGANISATION</b> (Key Objective 4)</p> <p>Philip / David</p> <p>Updated</p>	<p align="center">A3</p>	<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 for none recyclable material continues.</p> <p>Four weekly collections of recycled materials. Plastic, glass and metal recyclables and cardboard and paper introduced to increase participation and public awareness.</p> <p>Additional wheeled bin provided for paper and cardboard.</p> <p>TEEP Assessments carried out in line with the requirements of The Waste (England and Wales) Regulations 2011 (amended 2012).</p>	<p align="center">A3</p>	<p>Potential for financial penalties if householders do not recycle and national target not achieved. Financial penalty as yet unknown</p> <p>Recycling levels plateaued and we are unable to improve performance.</p> <p>Contamination levels increase within recycling containers.</p> <p>Need to continue to promote Reducing, Reusing and Recycling approach.</p> <p>Focus on co-mingled recyclable materials.</p>	<ul style="list-style-type: none"> <li>• Continue to monitor national moves on packaging. Charges for plastic carrier bags to introduced nationally in 2015.</li> <li>• Continue to promote 'Love Food, Hate Waste' campaign.</li> <li>• Clarification being sought from LCC on future charges for disposal of recycling and none recycling materials and other income opportunities and arrangements related to transportation and disposal of collected materials.</li> <li>• Continue to develop and promote Trade waste and garden waste services.</li> <li>• Benchmarking to be completed to identify potential further savings, service reduction options and confirm whether a service tendering exercise is required.</li> </ul>	<p>P. Mousdale D. Walker</p>	<p align="center">E3</p>

**KEY OBJECTIVE 4 – STRONG ORGANISATION**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
		Household waste Recycling Centres at Barnoldswick and Burnley promoted through annual leaflet and internet Trade Waste service (including recycling) and Garden waste service successfully implemented.		Cost Sharing Agreement ended  Public Perception Surveys report high levels of satisfaction.	<ul style="list-style-type: none"> <li>• Further route optimisation review to be undertaken.</li> <li>• Introduction of charges for bulky household waste completed</li> <li>• Introduction of charges for new and replacement containers to be considered.</li> </ul>		
<p>Impact on Council's capacity / viability of organisational change linked to on-going reductions in funding for local government.</p> <p><b>STRONG ORGANISATION</b> (Key Objective 4)</p> <p>Dean / Philip</p> <p>Updated</p>	B1	<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>	B2	<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>	<ul style="list-style-type: none"> <li>• New staffing structure implemented being considered for April 2019.</li> <li>• Regular reviews of service provision, as part of the MTFP and budget process to determine sustainability of services.</li> <li>• Targeted use and sharing of resources to deal with specific tasks, eg flooding issues.</li> <li>• Department specific staffing reviews undertaken to deal with retirements, voluntary redundancy etc.</li> </ul>	D. Langton P. Mousdale	C3

**KEY OBJECTIVE 4 – STRONG ORGANISATION**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
		<p>Good Employee Engagement Mechanisms in place.</p> <p>The Council's structure remains under review.</p> <p>Review of Shared Services and partnership working opportunities to increases workload resilience maintain service delivery.</p>		<p>Flexible/Home Working opportunities being identified.</p> <p>Opportunities for co-location to bring about additional capacity and workload resilience.</p> <p>Reduced establishment may reduce succession planning opportunities.</p>	<ul style="list-style-type: none"> <li>• Leadership and Management Programmes being implemented to ensure that Leaders/ Managers are using staffing resource effectively.</li> <li>• Aspiring Managers and Future Leaders Programmes.</li> <li>• Extended Management Team introduced to improve communication with and support to Managers at all levels.</li> <li>• Continuous Improvement .</li> </ul>		

**KEY OBJECTIVE 4 – STRONG ORGANISATION**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
<p>Risk of data breach and failure to comply with General Data Protection Regulation (GDPR).</p> <p><b>STRONG ORGANISATION</b> (Key Objective 4)</p> <p><b>Howard Culshaw</b></p> <p>Updated</p>	A2	<p>GDPR Project Group established to review impact of implementation</p> <p>Appropriate record keeping system established and policies drafted</p> <p>Data Protection Officer Appointed</p> <p>All staff being trained (using Bob's Business) on issues associated with GDPR</p> <p>Member training provided on GDPR.</p>	A3	<p>Opportunity to review what records are kept and to clear out unused data</p> <p>Data now held in an appropriate system.</p> <p>Position with Councillors still unclear</p> <p>Significant financial penalties for breach</p>	<ul style="list-style-type: none"> <li>• Staff continue to receive training opportunities on GDPR via Bob's Business.</li> <li>• Review/audit of breaches at anniversary of Data Protection Act on 25.5.19</li> </ul>	P. Mousdale H. Culshaw	A4

**KEY OBJECTIVE 4 – STRONG ORGANISATION**

Area of Risk	Inherent Risk per matrix (E5 to A1)	Risk Mitigation Procedures/Controls In place	Residual Risk per matrix (E5 to A1)	Exposures / Opportunities Identified	Actions Planned / Taken	By Whom/ By When	Proposed Risk Score Target
<p>Boundary Commission Review.</p> <p><b>STRONG ORGANISATION</b> (Key Objective 4)</p> <p>Philip</p> <p>Part Updated</p>				<p>Aspires to reduce the number of constituencies in England from 533 to 501 and in the North West from 75 to 68.</p> <p>Will require input from the Council diverting finite resource from Council business.</p> <p>Potential for two constituencies covering the Pendle area instead of the present single constituency with resulting elector confusion and also additional work for Returning Officer and Elections Team.</p>	<ul style="list-style-type: none"> <li>Report on implications to Council when Government response to final proposals known.</li> </ul>	<p>P. Mousdale</p>	

