

(DRAFT) STRATEGIC RISK REGISTER (July 2019 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
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.	B3
	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.	C2
	Financial position of Leisure Trust resulting in inability to provide existing level of Service.	A1
	Climate Change, in particular the need to reduce our use of Single Use Plastics.	B2
2 - STRONG ECONOMY	Failure to optimise Pendle's economic growth / development within the region.	B1
	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 Deliver Lomeshaye Phase One	D2
	Failure to bring development forward in line with the adopted Core Strategy leading to missed opportunities for growth in employment and housing.	A1
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.	C2
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.	B3
	Risk of data breach and failure to comply with General Data Protection Regulation (GDPR).	A3
	Changes to Electoral arrangements (Parliamentary and Borough).	C3
	Commercial Strategy – adopting a commercial approach within services.	D2

The Risk Score Model

Likelihood	A					
	B					
	C					
	D					
	E					
		5	4	3	2	1
		Impact				

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

Definitions of Impact	
Evaluation	Level
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>Susan Guinness</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).</p> <p>Significant savings targets identified which will impact on provision of front line services.</p> <p>Unknown Local Govt. Fair Funding Review outcomes and possibility of delay in 2019.</p>	<ul style="list-style-type: none"> • Production of Efficiency Plan to secure 4 year settlement to 2019/20. • Continuous review of Financial Strategy and Medium Term Financial Plan by Members. • Review of the Pension Fund with regard to achieving fully funded status. • Reviews of all services and related costs as part of addressing the MTFP shortfall but also to drive value for money improvements. • Achieve an un-qualified VfM conclusion for 2018/19 from External Auditors (tbc). • Continue to bid for available funding. 	<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>Regular meetings of the cross-party Budget Working Group.</p> <p>Member of the Lancashire 75% Pilot Pool Scheme to maximise revenue from NNDR.</p>		<p>Exposure to financial risk potentially greater than other Councils within the county due to receipt and reliance on grant funding (formerly Revenue Support Grant core funding now rolled into Business Rates Retention Scheme).</p> <p>75% Business Rate Retention scheme to be introduced in 2020/21 but could be potentially delayed.</p> <p>Opportunity to benefit from residential and commercial tax base growth.</p> <p>Changes to the national Benefits framework/funding.</p>	<ul style="list-style-type: none"> • Lobbying of Government (through MP, LGA, SDCT) on settlement for District Councils and deprived Councils like Pendle. • 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. • Consideration being given to new ways of working such as Shared Services/Channel Shift • Savings 'targets' strategy established for the 2019/20 to 2021/22 MTFP period with options being developed. 		

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				<p>Potential new grant income stream to replace New Homes Bonus to incentivise development.</p> <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>	<ul style="list-style-type: none"> • Various amenities such as Festive Decs, Conveniences and Community Halls, Play areas and MUGAs transferred to Town and Parish Councils where agreed. • Consideration of ‘strategic’ options for savings to be reported to members for consideration in September 2019 well ahead of the budget finalisation and approval deadline in February 2020. • On-going progress being made with Town and Parish Councils on transfer of assets/services. • Participation in the Lancashire based NNDR pool for 2019/20. 		

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				<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> <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 & Parish Councils.</p>	<ul style="list-style-type: none"> • Updated MTFP reported to Policy and Resources in May 2019. • The Pendle Leisure Trust subsidy level reviewed by Policy and Resources Committee. 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. • Regular meeting of the cross-party Budget Working Group 		

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<p>BREXIT</p> <p>(All Key Objectives)</p> <p>Philip Mousdale</p>	<p>A3</p>	<p>Impact on District Council functions considered to be minimal - service delivery arrangements that could help address any increase in service demand resulting from Brexit.</p> <p>Strong track record via Lancashire Resilience Forum of partnership and joint working and assessment of risks.</p>	<p>A3</p>	<p>Major political uncertainty at national level and continuing possibility of resulting General Election and/or second referendum</p> <p>Lengthy negotiations at Central Government level and delays in knowing what the final ‘deal’ or “no deal” is and the impacts it will have across local government services, the economy (local and national), the local community and the Council.</p> <p>Demand on welfare and vulnerable people is unknown due to uncertainty.</p>	<ul style="list-style-type: none"> • Lobbying of Government (through MP, LGA, SDCT) on settlement for District Councils and deprived Councils like Pendle. • Pendle Welfare Reform group to begin to consider potential welfare implications of Brexit • Management Team/ P&RC report to scope out potential implications of Brexit/‘No deal’ for Pendle and to help determine PBC Brexit policy approach • Empty Homes Task Group set up to reduce Empty Homes. 	<p>D Langton</p>	<p>E5</p>

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				<p>Reasonably large parts of some communities comprise EU Migrants who are a key part of the local workforce.</p> <p>Central Government has limited capacity to address other issues that impact on the Council .e.g. Fair Funding Review</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 & significantly increase labour costs for Pendle’s economy.</p>	<ul style="list-style-type: none"> 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 for money and most economically advantageous purchasing decisions are made by the Council Review significant policies relevant to the management of potential risks to ensure they are fit for purpose post Brexit 		

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<p>Failure to provide 'good' customer service, access and satisfaction.</p> <p>STRONG SERVICES (Key Objective 1)</p> <p>Philip Mousdale</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"> ICT Strategy and Programme in place. ICT Roadmap regularly reviewed. 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 assessing customer satisfaction. Demand management initiatives and service standards across the Council under review by Management Team. Move to Digital by Default - website focuses on customer access and self-service. GIS facility now available to provide on-line map-based information. 	<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"> • Implementation of on-line services (E-Benefits, E-Revenues) completed. • Customer Services staff continue to signpost members of the public to relevant 3rd parties / agencies for any further assistance / support they may require. • Idox Uniform implemented July 2017 to reduce costs and join up back office working. • Jadu Continuum CRM being implemented to facilitate customer transactions via the website. • Allpay contract entered in to from June 2015 in partnership with multiple NW authorities. • Civica e-Store payment portal implemented to facilitate a better customer experience when making payments via the website. 		

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					<ul style="list-style-type: none"> • Ceased taking cash payments and closed cash/local offices September 2017. • Vulnerable Persons Policy – Debt Recovery has been developed to specifically support vulnerable debtors. 		
<p>Major Disaster affecting delivery of Council services.</p> <p>STRONG SERVICES (Key Objective 1)</p> <p>David Walker</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 developed and updated. Business Continuity Plans in place for all strategic buildings and critical services.</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> <p>Financial loss due to non- delivery of income producing services.</p>	<ul style="list-style-type: none"> • IT Business Continuity and Business Impact analysis plan to be reviewed in light of Cyber Security concerns. • 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. 	P. Mousdale. D. Walker. S Guinness (ongoing)	B4

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		<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>			<ul style="list-style-type: none"> • Further desktop exercise to test BCP plans completed October 2018. 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 completed • Refresher training in media relations for members and officers to be arranged. 		

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					<ul style="list-style-type: none"> Disaster recovery arrangements transferred from CTH to Fleet Street Depot. On-going June – July 2019 Business continuity exercise to be completed. PBC to take part in County wide ‘live play’ exercise to test emergency planning arrangements. Exercise to be held November 2019. 		
<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>	B2	<p>Pendle has an active Health and Social Care Panel</p> <p>Officer Resource has been allocated to consider Health-related activity.</p> <p>Development of Pennine Plan, ‘Together a Healthier Future’ which sets out a range of new models of care.</p>	B3	<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>	<ul style="list-style-type: none"> Chief Executive represent Pennine Lancashire Districts on the Pennine Lancashire Integrated Care Partnership Pendle Health and Social Care Panel aligned to Pendle Health & Wellbeing Partnership 	D Langton	C3

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<p>STRONG SERVICES (Key Objective 1)</p> <p>Gill Dickson</p>		<p>Pendle Health & Wellbeing Partnership meets bi-monthly</p>		<p>Demand on acute health services continues to increase</p> <p>Prevention of ill-health identified as a priority.</p> <p>Disconnect between EL locality partnerships and emerging Pennine Lancashire Primary Care Networks structures</p>	<ul style="list-style-type: none"> Establishment of East Lancashire District Health leads group to strengthen links with Primary Care Networks 		
<p>Incident resulting in death or serious injury or HSE investigation.</p> <p>(Key Objectives 1 STRONG SERVICES and 4 STRONG ECONOMY)</p> <p>David Walker</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>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>	<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 Oct 2018). <p>Environmental Services Manager reports to Management Team to highlight emerging issues.</p>	<p>P. Mousdale. D. Walker. (ongoing)</p>	<p>E5</p>

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		<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> <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> <p>Health and Safety Officer appointed May 2019</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"> • Training on Accident Investigation by Zurich Municipal in May 2015. • Training in Risk assessment procedures provided February 2016. • Risk assessor network and working group in place. • Refresher training in media relations for members and officers to be arranged. • External review of Food Service. <p>QHS retained as Health and Safety consultants. 12 month agreement</p> <p>Waste services externally audited by RoSPA February 2019.</p> <p>Elearning training solution introduced July 2019 to improve training provided to office based staff. Generic subjects cover DSE, office safety and manual handling</p>		

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					<p>Full annual audit to be completed July and August 2019. Recommendations to be reported to Management team October 2019.</p> <p>Risk Management Working Group minutes presented to Management team on a quarterly basis. Last presented July 2019.</p>		

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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 STRONG SERVICES and 4 STRONG ECONOMY)</p> <p>Dean Langton</p>	<p align="center">C2</p>	<p>Any decision on local government re-organisation will require the Secretary of State for MHCLG to invite a submission from one or more Councils (not all Councils affected will agree).</p> <p>Any submission from one or more Councils will have to be a credible proposal insofar as:-</p> <ul style="list-style-type: none"> - Will require local support (partners, MPs etc) - Will have to be credible geography and population size - Will have to improve local public services <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 align="center">C2</p>	<p>Government open to considering reorganisation where it meets their criteria (subject to change in Prime Minister and any resulting change in Policy).</p> <p>Cross-Party support of MPs for the creation of an East Lancashire Unitary Council.</p> <p>Any submission to Government (following an invitation for a submission from Government) does NOT require the support of all Councils involved.</p>	<ul style="list-style-type: none"> • Pendle Council has resolved to explore the potential for creating a Unitary Council with other East Lancashire District Councils • Whilst not Pendle Council policy yet, there is an agreement between current Administration that Pendle will withdraw from discussions on the development of an East Lancashire Unitary Council. 	<p>D. Langton</p>	<p align="center">C4</p>

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		<p>Whilst not Pendle Council policy yet, there is an agreement between current Administration that Pendle will withdraw from discussions on the development of an East Lancashire Unitary Council.</p>		<p>Continuing reduction in funding for Local Authorities impact on the financial sustainability of all Councils affected by the proposed East Lancashire Unitary Council</p> <p>Significant demand pressure on Councils with Social Care (Lancashire County Council and Blackburn with Darwen Council) making both Council's financial unsustainable.</p> <p>Blackburn with Darwen 'too small' and Lancashire County Council 'too big' to remain viable</p> <p>Opportunity to achieve economies of scale.</p>			

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				Large scale change at time of low capacity and financial resilience to implement.			

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<p>Financial position of Leisure Trust resulting in inability to provide existing level of Service.</p> <p>STRONG COMMUNITIES (Key Objective 3)</p> <p>Susan Guinness</p>	<p align="center">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 align="center">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 & 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. weather conditions (excessive heat).</p>	<ul style="list-style-type: none"> • Development of Leisure Strategy and meaningful PI's. • Internal Audit review undertaken annually. • Regular meetings between PLT and Client. • Medium Term Financial Strategy and Plan for the Trust developed and regularly updated so that there is a clear understanding of its financial position. • External review of Leisure facilities in Pendle being undertaken. • Scrutiny review of Pendle Leisure Trust's provision of sports services and how they relate to Council's leisure strategy. • Aspiration for leisure Services to be 100% self-financing. 	<p>D. Langton S. Guinness Ongoing</p>	<p align="center">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"> • 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 £0.252m available in the Capital Programme. • On-going reductions in grant funding from the Council linked to budget saving requirements – reductions in subsidy agreed for 2019/20 and further reductions proposed in 2020/21. • The MTFP includes savings contributions from the Leisure Trust which are currently being worked up into budget efficiency proposals. 		

KEY OBJECTIVE 1 – STRONG SERVICES

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<p>Climate Change, in particular the need to reduce our use of Single Use Plastics. STRONG SERVICES (Key Objective 1)</p> <p>Philip Mousdale</p>	<p align="center">B2</p>	<p>International treaties in place to combat climate change.</p> <p>DEFRA Resources and Waste Strategy and linked consultations on plastic packaging and deposit return of drinks containers.</p> <p>Government announcement of intention to introduce a new Climate Change Act.</p>	<p align="center">B2</p>	<p>Growing public concern nationally and internationally on the impacts of climate change including use of single use plastics.</p> <p>Impact on design and cost of waste/recycling collections and income to fund this.</p>	<p>Management Team to undertake review of Council use of single use plastics arising out of LCC scrutiny review recommendations.</p> <p>Review of Lancashire wide waste/recycling arrangements and processes to be undertaken in light of forthcoming Government pronouncements following consultations.</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>Failure to optimise Pendle’s economic growth / development within the region.</p> <p>STRONG ECONOMY (Key Objective 2)</p> <p>Neil Watson</p>	<p align="center">A1</p>	<p>Pendle has an approved and up to date Jobs and Growth Strategy focussed on economic growth, regeneration and creating conditions for job growth.</p> <p>Pendle is participating 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 Growth and Prosperity Plan produced.</p>	<p align="center">B1</p>	<p>Northern Powerhouse Initiative may provide opportunities for investment in Pendle. Emerging LIS priorities.</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>	<ul style="list-style-type: none"> • Pendle remains actively involved in the development of the emerging Combined Authority, the Lancashire Plan, Devolution Proposals and emerging strategies. • Pendle has representation on the theme groups which are: Skills; Housing; Transport; Prosperous and Public Service Reform; for potential devolution. • 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 with feasibility for Colne/ Skipton railway being commissioned and feasibility study for a road connection. • Growth Deal 3 and ESIF Funding awarded for Lomeshaye extension. 	<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>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>Potential change 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>	<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. • PEARL2 joint venture delivering programme of regeneration projects through alternative JV mechanism. • Review of Gearing up for Growth undertaken during 2017/18 with funding of c£700k to be distributed over the 3 years. • Strategic review of assets approved with potential growth sites identified. 		

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>Diluted Pendle / 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. Future High Street funding for Nelson.</p>	<ul style="list-style-type: none"> Constant review of funding opportunities to maximise funding to Pendle. 		

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 deliver a balanced housing market with reference to need and demand</p> <p>STRONG ECONOMY (Key Objective 2)</p> <p>Julie Whittaker</p>	<p align="center">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 has been established 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 local housing strategies as necessary.</p>	<p align="center">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"> • 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). • Work with PEARL2 to deliver a programme of new house building; On site at:- <ul style="list-style-type: none"> ▪ Clitheroe Road, B/field. ▪ Carry Lane, Colne. ▪ Oak Mill, Colne. • Identifying and obtaining approval to dispose of Pendle-owned sites for residential development Sites include:- <ul style="list-style-type: none"> ▪ Further Clough Head. ▪ Halifax Road. • Bringing forward small Pendle-owned sites for Self-Build and the Developer Register. 	<p>D. Langton J. Whittaker Ongoing</p>	<p align="center">A3</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>Homes England funding mainly targeted at areas of high demand so more difficult for Pendle to access</p>	<ul style="list-style-type: none"> • Actively working to use the Brownfield Development Fund to bring forward housing on brownfield sites. • Work with Homes England to bring in additional funding through Accelerated Construction Scheme. • Continuing to work with Registered Providers to bring forward sites for the provision of affordable housing. • 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. • 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. 		

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"> Trying to bring forward an Extra Care scheme in Bradley. 		
<p>Failure to deliver Lomeshaye Phase One</p> <p>STRONG ECONOMY (Key Objective 2)</p> <p>Julie Whittaker</p>	<p>B2</p>	<p>Funding secured for infrastructure</p> <p>Outline planning permission granted</p> <p>Compulsory Purchase Order in place and land will vest August 2019</p>	<p>D2</p>		<p>Pendle’s Engineers will deliver the infrastructure</p> <p>PEARL2 selected as developer for the site</p>		<p>D2</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>Failure to make an impact on young people where it is necessary to improve poor educational attainment.</p> <p>STRONG ECONOMY (Key Objective 2)</p> <p>Sarah Astin-Wood</p>	A1	<p>Jobs and Growth Strategy approved and being delivered.</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"> • Jobs and Growth Strategy currently being updated. • 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; and • To improve careers advice and guidance. • Work with DWP on specific employment initiatives e.g. Pendle Prospects Jobs Fair. • Continue to use Workstart programme (and any successor activity) in Waste Management. • Lancashire Adult Learning manage a skills centre/employment shop in Nelson. • Employer engagement to understand skills needs. 	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"> • Programme in place to boost the number of apprenticeships. • Pendle Challenge and related projects underway to boost attainment, such as the Raising Aspirations programme with Positive Footprints. 		

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>STRONG ECONOMY (Key Objective 2)</p> <p>Neil Watson</p>	A1	<p>Reports on progress through Annual Monitoring Reports to Committee</p> <p>Additional staff brought in through national planning fee increases to increase capacity</p> <p>Working with Burnley to agree the approach to our new SHMA</p>	A1	<p>Low housebuilding rates lead to lack of choice to local population</p> <p>Opportunity to provide the right portfolio of sites to bring housing forward</p> <p>Opportunity to diversify the employment land portfolio of the Borough</p>	<ul style="list-style-type: none"> • Update Strategic Housing Market Assessment based on the new standard methodology • Conclude preparation of the evidence base • Prepare Statements of Common Ground with neighbours on strategic issues • Viability work to be commissioned to look at how development can support infrastructure 	D. Langton N. Watson	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
<p>Climate Change in particular need for reduction in use of Single Use Plastics.</p> <p>STRONG SERVICES (Key Objective 1)</p> <p>Philip Mousdale</p>	<p align="center">B2</p>	<p>International treaties in place to combat climate change.</p> <p>DEFRA Resources and Waste Strategy and linked consultations on plastic packaging and deposit return of drinks containers.</p> <p>Government announcement of intention to introduce a new Climate Change Act.</p>	<p align="center">B2</p>	<p>Growing public concern nationally and internationally on the impacts of climate change including use of single use plastics.</p> <p>Impact on design and cost of waste/recycling collections and income to fund this.</p>	<p>Management Team to undertake review of Council use of single use plastics arising out of LCC scrutiny review recommendations.</p> <p>Review of Lancashire wide waste/recycling arrangements and processes to be undertaken in light of forthcoming Government pronouncements following consultations.</p>		<p align="center">C3</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
<p>Lack of Cohesion between Communities.</p> <p>STRONG COMMUNITIES (Key Objective 3)</p> <p>Sarah Astin-Wood</p>	<p>B3</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>Changes to Neighbourhood Policing across Lancashire. The Government's Integrated Communities Strategy is in place.</p> <p>Prevent funding in Burnley ended 31.03.19 – reduced support for Pendle.</p>	<ul style="list-style-type: none"> Community cohesion Emergency Contact plan to be reviewed and updated. Thematic report including cohesion and Prevent update to P&R July 2019. Pendle Prevent Delivery Plan to be updated and presented to Management Team. Learning and awareness sessions for staff and Members to be organised. 	<p>S. Astin-Wood</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
<p>Failure to reduce crime.</p> <p>STRONG COMMUNITIES (Key Objective 3)</p> <p>Sarah Astin-Wood</p>	<p>A3</p>	<p>Pendle Community Safety Partnership meets quarterly.</p> <p>New Community Safety Strategy and action plan developed for 2019-22.</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>B3</p>	<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> <p>Increased focus on the impact of organised crime and organised crime groups within Pendle and cross boundary.</p>	<ul style="list-style-type: none"> Community safety issues included on area committee agendas Local Drug Abuse and Alcohol delivered from dispersed centres across Pendle offering excellent treatment and recovery services Use of the Genga approach and PAM platform to share information and deliver actions around serious organised crime and local OCGs Analytical support retained but not dedicated to Pendle Highlighting of local funding issues at County and Police and Crime Commissioner level. £10k received from Police and Crime Commissioner for local community projects. 	<p>P. Mousdale S. Astin-Wood</p>	<p>C4</p>

KEY OBJECTIVE 3 – STRONG COMMUNITIES

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				<p>Continuing pressure to join the Pennine CSP.</p> <p>PCC Community Action Fund established to benefit local groups / organisations.</p>			
<p>Increased anti-social behaviour, crime and the perception of levels of crime</p> <p>STRONG COMMUNITIES (Key Objective 3)</p> <p>Sarah Astin-Wood</p>	<p>A3</p>	<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> <p>Effective partnership working to manage the risk of harm and vulnerability.</p>	<p>B3</p>	<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> <p>Impact of reduced neighbourhood policing presence.</p> <p>Increasing levels of crime.</p> <p>Change to Police recording systems</p>	<ul style="list-style-type: none"> • Regular monitoring by Area Committees. • Dedicated Environmental Crime Team. • Funding for SMILE mediation service on anti-social behaviour issues. • Innovative use of tools and powers based on resolution rather than enforcement. 	<p>P. Mousdale S. Astin-Wood</p>	<p>C4</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
<p>Universal Credit impacts adversely on the Council's contract with Liberata</p> <p>STRONG COMMUNITIES (Key Objective 3)</p> <p>Susan Guinness</p>	<p>A2</p>	<p>Universal Credit Full Service implemented in the Pendle area in November 2018.</p> <p>Personal Budgeting and ICT Access Support has transferred to the Citizens Advice Bureau.</p> <p>The Council and Liberata meet with the DWP with other agencies and stakeholders e.g. Together Housing to discuss any issues arising for residents.</p>	<p>C2</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>Collaborative working on welfare reforms.</p> <p>Changing nature of the Benefits Service will impact on the contract Pendle has with Liberata which will need to be managed appropriately during migration. The profile of migration to UC is not known and not possible to forecast.</p>	<ul style="list-style-type: none"> 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. Reports to Policy and Resources updating Members on UC roll-out as appropriate. Briefings provided for Council Members on Welfare Reforms and UC. 	<p>S. Guinness Liberata</p>	<p>C5</p>

KEY OBJECTIVE 3 – STRONG COMMUNITIES

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				Qualification for UC has changed from the original DWP migration plan dependent on DWP ICT development and associated problems with implementation.			

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>Commercial Strategy – adopting a commercial approach within services.</p> <p>STRONG ORGANISATION (Key Objective 4)</p> <p>Susan Guinness</p>	<p align="center">B2</p>	<p>Commercial Strategy approved by members providing parameters of Commercial Activity.</p> <p>Commercial Strategy Action Plan being developed.</p> <p>Governance Arrangements:- Due Diligence. Committee Decision Making Process. Financial Regulations. Treasury Management Strategy.</p> <p>Budget Monitoring Procedures and Reporting.</p> <p>Council is already operating on a commercial basis in some areas with established governance arrangements and performance monitoring.</p>	<p align="center">D2</p>	<p>Economic environment changes after Due Diligence process.</p> <p>Legislation changes to restrict Local Government commercialism.</p> <p>Additional revenue generated to contribute towards the MTFP.</p> <p>Additional services may be provided to residents and businesses on a commercial and competitive basis.</p>	<p>Commercial Strategy Approved.</p> <p>Commercial Strategy Action Plan project in 2019/20.</p> <p>Commercial activity already established and experienced gained.</p>	<p>Management Team</p>	<p align="center">D4</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
<p>Inability to continue to deliver current levels of service of waste collection and recycling.</p> <p>STRONG ORGANISATION (Key Objective 4)</p> <p>David Walker</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"> Continue to monitor national moves on packaging. Charges for plastic carrier bags to introduced nationally in 2015. Continue to promote 'Love Food, Hate Waste' campaign. 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. Continue to develop and promote Trade waste and garden waste services. Benchmarking to be completed to identify potential further savings, service reduction options and confirm whether a service tendering exercise is required. 	<p>P. Mousdale D. Walker</p>	<p align="center">E3</p>

KEY OBJECTIVE 4 – STRONG ORGANISATION

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		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"> • Further route optimisation review to be undertaken. • Introduction of charges for bulky household waste completed • Introduction of charges for new and replacement containers to be considered. • Administration and delivery charge for containers introduced. • PBC to participate in Lancashire waste partnership working group meetings to consider introduction of new or revised collection schemes following release of DEFRA’s resources and waste strategy and completion of national consultations around consistent recycling collections • Refuse collection vehicles fitted with new livery promoting recycling and paid for services 		

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>Impact on Council's capacity / viability of organisational change linked to on-going reductions in funding for local government.</p> <p>STRONG ORGANISATION (Key Objective 4)</p> <p>Dean Langton</p>	<p align="center">B2</p>	<p>Workforce Development Strategy approved which sets out the plans for the development of the current and future workforce</p> <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 which allows staff to identify issues, training needs and future careers aspirations.</p>	<p align="center">B3</p>	<p>Decision taken in 2018 not to continue with Investors in People Accreditation but to retain the principles as the basis of the Council's approach to the development of its workforce.</p> <p>Continuing reductions in funding will mean that further reviews of Organisational Structure are necessary.</p> <p>Co-location of all staff in Nelson Town Hall, Number One Market Street and Fleet Street Depot provides some capacity and workload resilience.</p>	<ul style="list-style-type: none"> • New staffing structure implemented from April 2019. • 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 Group in place to identify and consider improvements in service delivery. • Aspiring Managers and Future Leaders Programmes undertaken with plans for another cohort in 2019. • Regular reviews of service provision, as part of the MTFP and budget process to determine sustainability of services. 	<p>D. Langton</p>	<p align="center">B4</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
		<p>Good Employee Engagement Mechanisms in place.</p> <p>The Council's organisational structure remains under review.</p> <p>Review of Shared Services and partnership working opportunities to increase workload resilience maintain service delivery.</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> <p>Reduced establishment will reduce succession planning opportunities.</p> <p>The Council's ability to recruit and retain specialist and qualified staff is becoming more of an issue.</p>	<ul style="list-style-type: none"> • Targeted use and sharing of resources to deal with specific tasks, eg flooding issues. • Department specific staffing reviews undertaken to deal with retirements, voluntary redundancy etc. • Staff Survey planned for September 2019 to determine views 		

KEY OBJECTIVE 4 – STRONG ORGANISATION

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<p>Risk of data breach and failure to comply with General Data Protection Regulation (GDPR).</p> <p>STRONG ORGANISATION (Key Objective 4)</p> <p>Howard Culshaw</p>	<p align="center">A2</p>	<p>Information Governance Working Group Established and meeting regularly</p> <p>Appropriate record keeping system established and policies drafted. Imminently to be promoted across the council.</p> <p>All staff have been trained (using Bob's Business) on issues associated with GDPR</p> <p>GDPR audit carried out</p>	<p align="center">A3</p>	<p>First reports (2) made to ICO. (No further action required.)</p> <p>First formal damages claim received.</p> <p>Minor breaches identified and appropriately remedied.</p> <p>Opportunity to refresh training for staff and councillors.</p> <p>Internal Audit findings and level of assurance.</p>	<ul style="list-style-type: none"> • DPO presented to EMT after first 13 months of the legislation. • Refresher training planned. • Carry out requirements identified by audit. 	<p>P. Mousdale H. Culshaw</p>	<p align="center">A4</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
<p>Changes to Electoral arrangements (Parliamentary and Borough).</p> <p>STRONG ORGANISATION (Key Objective 4)</p> <p>Philip Mousdale</p>	A2	Submissions made to Parliamentary Commission consultation exercise.	C3	<p>Parliamentary Review 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"> Report on implications to Council when Government response to final proposals known. (No indication yet when this will be). 	P. Mousdale	C3

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		<p>Council initiated and was fully consulted on Local Government Boundary Commission (LGBCE) review of Council size and wards.</p>		<p>Proposed reduction from 49 to 35 councillors potentially leading to more robust and efficient decision making and savings.</p> <p>Potential for resulting elector confusion over new wards</p> <p>Considerable additional work for Returning Officer and Elections Team.</p>	<p>Submissions made to LGBCE on Council size and proposed new wards (Jan – May 2019).</p> <p>Council to consider response to Commission’s initial recommendations September 2019.</p> <p>Commission final decision to be issued December 2019.</p> <p>All out Council elections on new wards to be held May 2020.</p> <p>Review of polling stations and polling districts to be undertaken Sept - Dec 2019.</p> <p>Community governance review to be undertaken following Commission’s final decision.</p>		

