

Risk Code
SRR-01

Corporate Category
Financial Sustainability

Risk Owner
Director of Resources



Description

The Council's ability to set a balanced Medium Term Forecast and annual revenue and capital budgets.

Additional factors include:

- Impact of Cost of Living Crisis on residents and ability to pay Council Tax.
- Cap on Council Tax increase.
- Management of external factors such as COVID, war in Ukraine, etc impacting on costs to the Council (i.e. increasing inflation rates, energy costs.
- High levels of inflation impacting on costs and pay

Mitigations

Effectively signpost residents to the appropriate support agencies

Discretionary vs statutory services

Management of Revenue and Capital Budgets

Actions

Transformation Programme underway which will explore further efficiencies, potential for joint working / shared services and income generating opportunities (Mar 2023)

Improved engagement with Members to enable timely decision making (Feb 2023)

Improved engagement with stakeholders in the development of the Corporate Plan 2023-27 and alignment of the budget (Feb 2023)

Risk Score: B2

Risk Code
SRR-02

Corporate Category
Organisation's Internal
Capacity to Deliver

Risk Owner
Chief Executive



Description

The Council's ability to deliver critical services due to staff vacancies, turnover and absence. Ability to recruit and retain the right people with the right skills and behaviours in the right job at the right time

Additional Factors Include:

- Relevant and timely personal development of staff.
- Appropriate and informed decision making by Members.
- IT systems not being used to their full potential.
- Development of staff delayed due to other factors

Mitigations

More effective alignment of the Council's budget with the Corporate Plan priorities (Feb 2023)

Use of Absence Management Policy monitored and remedial action taken where necessary (Mar 2023)

Dynamic IT and Digital Strategies in place aligned with the Transformation Programme (Mar 2023)

Actions

Regular review of Workforce Development Strategy (Mar 2023)

Re-instatement of the Performance Management Review (inc PDPs) following renewal (Nov 2022)

Deliver a relevant, responsive and effective Member training programme – compulsory? (May 2023)

Risk Score: B2

Risk Code
SRR-03

Corporate Category
Effective ICT Systems and
Cyber Security and
Information Governance

Risk Owner
Director of Resources



Description

IT systems not being used to their full potential, impacting on resources, resilience, financial and reputational impacts of an information security breach.

Additional Factors:

- Cyber Security incident affects Council's ability to deliver critical services.
- Ineffective operational resilience.
- Human error.
- Effective information governance arrangements

Mitigations

Dynamic IT and Digital Strategies in place (Mar 2023)

Cyber Treatment Plan delivered (Mar 2023)

Actions

Information Security Handbook reviewed and approved by CMT and circulated to staff (Dec 2023)

BCPs / IT Disaster Recovery Plan regularly tested, reviewed and updated (Sept 2022)

Report to CMT on issues highlighted from the delivery of KnowBe4 training (Dec 2022)

Risk Score: C2

Risk Code
SRR-04

Corporate Category
Delivery of the Local Plan

Risk Owner
Director of Place



Description

The Council's ability to deliver an updated Local Plan.

Additional Factors:

- The Local Plan is not fit for purpose (not the right plan for the area).
- Become designated authority re planning apps?

Mitigations

BC service review undertaken, recommendations agreed and implemented (TBC)

Actions

DM service review undertaken, recommendations agreed and implemented (TBC)

Risk Score: A2

Risk Code
SRR-05

Corporate Category
Effective Contract
Performance Management

Risk Owner
Director of Resources



Description

The Council's ability to ensure value for money is delivered from the Council's key high value contracts (Liberata UK Ltd and Pendle Leisure Trust)

There is a risk that the Council's performance management framework is ineffective and doesn't provide the right information to inform effective and timely decision-making.

Additional Factors:

Ineffective KPI's

Uncoordinated Strategic goals between organisations

Mitigations

Leisure Review completed, recommendations made and action plan agreed

Annual Liberata Service Reviews

Actions

Liaise with PLT to review the overall financial position of PLT resulting in a 3yr MTFP to sit alongside PBC MTFP (Feb 2023)

Liberata Service Transformation Reviews completed and implemented (Mar 2023)

Liberata Performance Management Framework agreed (Mar 2023)

Risk Score: C3

Risk Code
SRR-06

Corporate Category
Delivery of key
Government Programmes
and Major Capital Projects

Risk Owner
Director of Place



Description

The Council's ability to deliver on the agreed major programmes and projects as planned, within budget and within timescales:

- LUF
- Nelson Town Deal
- UKSPF
- Joint Venture Partnership Schemes

Mitigations

Actions

Risk Score: A2

Risk Code
SRR-07

Corporate Category
Political Balance / Stability

Risk Owner
Chief Executive



Description

The Council's ability to deliver effective decision making by Members

Failure to achieve strong political balance and buy-in will affect the decision making processes, hindering delivery of key projects / corporate priorities. (e.g. responding to the recommendations of the Leisure Review?)

Mitigations

Member briefings in place

Encourage Group Leaders to work together

Actions

Risk Score: A2

Risk Code
SRR-08

Corporate Category
Ability to deal with extreme
weather and civil
contingencies

Risk Owner
Director of Place



Description

The Council's ability to deliver sufficiently robust BCP and EP arrangements.

Extreme weather can impact on delivery of day-to-day services and on our vulnerable residents will become more prevalent in coming years.

Additional Factors:

- Extreme heat?
- Extreme cold (cost of living impacts)?
- Flooding?

Mitigations

Annual schedule developed and agreed to test, review and update BCP, DR and EP policies and processes (TBC)

Actions

Local Civil Emergency Plan was updated in October 2022

PBC took part in Lancashire wide exercise Operation Goshawk in November 2022

Two additional PBC officers have been included on Standby Rota

Risk Score: C2

Risk Code
SRR-09

Corporate Category
Achievement of carbon
neutral targets

Risk Owner
Director of Place



Description

The Council's ability to meet national Carbon neutral targets.

Additional Factors:

- Continuation of Services (E Fleet, Blackouts...)
- Estate Energy procurement
- Capital Procurement of Renewables
- Insulation of Estate

Mitigations

Agile Working Policy results in a reduction in carbon emissions as workers commutes have been reduced.

Actions

Review of Council Fleet to take place to ascertain the viability of procuring Electric Vehicles and charging stations.

Risk Score: A2

Risk Code
SRR-10

Corporate Category
Safeguarding of residents

Risk Owner
Director of Place



Description

Set against a the wider context of public sector

The Council needs to ensure that all employees are aware of the organisation's responsibilities in relation to safeguarding children and vulnerable adults.

Mitigations

Actions

All Staff undertook cascaded Safeguarding Training in September 2022

SAW Actions in CPR

Risk Score: B2

Risk Code
SRR-11

Corporate Category
Public Health

Risk Owner
Director of Place



Description

The Council's ability to respond to public health challenges and how they may manifest will ensure that the risk is clearly articulated - is it about service demand, long term health improvement and or costs?

Mitigations

Actions

Risk Score: B2

Risk Code
SRR-12

Corporate Category
Local Workforce Skills
development

Risk Owner
Director of Place



Description

Skills shortage, poor educational attainment, poor housing, etc can all have negative impacts on the local economy.

Mitigations

Actions

Risk Score: B2

DRAFT