



## **Pendle Borough Council**

# **STRATEGIC RISK REGISTER (July 2023)**

This register details the strategic risks faced by Pendle Borough Council in relation to achieving the key priorities as defined in the Corporate Plan 2023-2027 as well as the day to day operation of the Council. The Council's key priorities and ambitions are as follows:

1. Proud and connected communities
2. Good growth
3. Healthy communities
4. Modern and responsive organisation

Within Corporate Plan the Council has numerous separate priorities which it is looking to deliver plus further milestones as well as Key Performance Indicators which give an overview of Council performance.

The Risk Register is not designed to be exhaustive but can and does highlight key strategic risks faced by the Council and it also notes the current mitigation action being taken to control these risks.

The register is managed and kept under constant review by the Council's Corporate Governance Steering Group with regular reporting to Accounts and Audit Committee and Policy and Resources Committee / the Executive.

The Council uses a risk rating matrix to illustrate a hierarchy of risks at different levels. It allows consideration of how to respond to the identified risks and definition of any counter-measures especially to those risks that are most likely to impede success. All risks evaluated as high probability and high or medium/high impact are very likely to occur and will have a significant impact on the achievement of the Council's priorities.

## The Risk Score Model

<b>Likelihood</b>	Almost certain	5				I	
	Likely	4		C			
	Moderate	3					
	Unlikely	2		E			
	Remote	1					
			1	2	3	4	5
			Insignificant	Minor	Moderate	Major	Catastrophic
			<b>Impact</b>				

<b>Definitions of Likelihood</b>		<b>Definitions of Impact</b>	
<b>Evaluation</b>	<b>Level</b>	<b>Evaluation</b>	<b>Level</b>
Almost Certain	5	Catastrophic	5
Likely	4	Major	4
Moderate	3	Moderate	3
Unlikely	2	Minor	2
Remote	1	Insignificant	1

<b>Risk Level</b>	<b>Action / Control Required</b>
	Catastrophic / major impact with almost certain to likely likelihood, requiring immediate control measures by Council. This level of risk is outside the Council's tolerance limits and therefore requires immediate action to mitigate the risk.
	Major / moderate impact with unlikely to almost certain likelihood requiring appropriate proactive management and control measures. This level of risk represents the Council's maximum tolerance limits.
	Moderate / minor impact with highly remote to almost certain likelihood requiring appropriate management and control measures. This level of risk is below the Council's tolerance limits.

# Strategic Risk Register – Summary

Risk Code	Corporate Risk Theme	Inherent Risk Score	Current Risk Score	Expected Risk Score
SRR-01	Financial Sustainability	16	12	9
SRR-02	Organisation’s Internal Capacity to Deliver	16	9	6
SRR-03	Effective ICT Systems and Cyber Security and Information Governance	16	9	6
SRR-04	Delivery of the Local Plan	20	9	9
SRR-05	Effective Contract Performance Management	16	12	6
SRR-06	Delivery of key Government Programmes and Major Capital Projects	16	12	9
SRR-07	Political Balance/Stability	16	12	9
SRR-08	Ability to deal with extreme weather and civil contingencies	16	12	9
SRR-09	Achievement of carbon neutral targets by 2030	20	20	16
SRR-10	Safeguarding of residents	16	9	4
SRR-11	Public Health	16	12	9
SRR-12	Local Workforce Skills development	16	12	9

**Inherent Risk:** The risk before considering existing controls

**Current Risk:** The risk after considering existing controls

**Expected Risk:** The risk after considering agreed actions that have not yet been implemented

**Targeted Risk:** The desired optimal level of risk (not shown)

**Inherent Risks (I) are firstly mitigated through existing controls to give a Current Risk (C), then further mitigate through further Actions to give an Expected Risk (E).**

For each area, the Inherent Risk will be the highest risk with any action or potential action put in place to mitigate the risk and reduce the overall Risk Score. Note that the Target Risk is not shown as the aim is always to minimise as far as possible and this may not be possible in all case due the nature of the risk.

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score	
SRR-01	Financial Sustainability	Director of Resources Financial Services Manager	Inherent Score	16 (4-4)
			Current Score	12 (3-4)
			Expected Score	9 (3-3)
<b>Risk Description</b>				
<p>The Council's ability to set a balanced Medium-Term Forecast and annual revenue and capital budgets. Local Government cannot control its income levels which are predominately set by Central Government. This limits the extent to which the Authority can respond to its financial constraints.</p>				
<b>Causes</b>		<b>Consequences</b>		
<ul style="list-style-type: none"> <li>Central Government funding policy and level of grant funding payable to Local Government</li> <li>Impact of Cost-of-Living Crisis on residents and ability to generate Council Tax.</li> <li>Cap on Council Tax increases.</li> <li>Management of external factors such as COVID, increasing inflation rates, borrowing costs and energy costs, etc).</li> <li>High levels of pay inflation</li> </ul>		<ul style="list-style-type: none"> <li>Council Budget is set with Use of Reserves required to bridge funding gap.</li> <li>Reduction in Council Reserves year on year.</li> <li>Potential Section 114 Notice requirement in future years.</li> <li>Additional scrutiny from Central Government.</li> </ul>		
<b>Current Mitigations</b>		<b>Outstanding Actions</b>	<b>Target Date</b>	
Management of Revenue & Capital Budget via quarterly budget monitoring		Engagement with Members to enable informed and timely decision making	Feb 2023	
Treasury Management Reports to Accounts and Audit Committee, Executive and Council		Liberata Contract Review completed	Sept 2023	
Section 151 Officer sign off for Robustness of Estimates, Statement of Accounts and Grant returns.		Member Budget Working Group	Sept 2023	
Training and Support to Budget Holders		Ongoing – Enhanced and embedded Budget Review Process with CMT and Budget Holders	Oct 2023	
Contingency Arrangements built into financial planning & management routines to provide budget resilience				
Transformation Programme to review services and to help to find efficiencies final report signed off by Executive.				
Stakeholders engagement in the development of the Corporate Plan 2023-27				
Fees & Charges Policy adopted by Council 8 <sup>th</sup> December 2022				

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score	
SRR-02	Organisation's Internal Capacity to Deliver	Chief Executive Director of Resources Director of Place	Inherent Score	16 (4-4)
			Current Score	9 (3-3)
			Expected Score	6 (2-3)
<b>Risk Description</b>				
<p>The Council's ability to deliver critical services due to staff vacancies, turnover and absence and ineffective decision-making processes. Ability to recruit and retain the right people with the right skills and behaviours in the right job at the right time.</p> <p>Wider employment market and skill shortage in some areas has increased staff turnover in key areas.</p> <p>Local Authorities operate in wider market place.</p>				
<b>Causes</b>		<b>Consequences</b>		
<ul style="list-style-type: none"> <li>Wider macro-economic factors post Covid</li> <li>Cost of living crisis forces staff to look for new roles</li> <li>Certain key skills in shortage across the market</li> <li>Higher % of vacancies in some departments</li> <li>High % of temporary staff in some departments</li> <li>Long term absence rate increase</li> </ul>		<ul style="list-style-type: none"> <li>Failure to deliver on statutory duty</li> <li>Failure to deliver on key projects such as the UK Shared Prosperity Fund, Nelson Town Deal and Colne Levelling Up</li> <li>Become a designated planning authority</li> <li>Potential Food Standards Agency intervention</li> <li>Loss of staff</li> </ul>		
<b>Current Mitigations</b>		<b>Outstanding Actions</b>		<b>Target Date</b>
Workforce Strategy in place to enable improved long term planning of workforce		Further key vacancies to be appointed to		Sept 2023
Re-instatement of the Personal Development Review process (inc PDRs)		Attendance Policy training being delivered throughout July, August and September		Sept 2023
Review of Employee Benefits Package to help retention, inc recent addition of VIVUP benefits package & AVCwise				
Dynamic IT and Digital Strategies in place to support hybrid working.				
Use of Attendance Policy monitored, and remedial action taken where necessary				
More effective communication with staff to enable understanding of the Corporate Plan priorities				
Director of Place now in post with both Resources and Places Directorate Tier 3 levels confirmed and appointed to				
Regular staff briefings planned and delivered				
Use of Employee Assistance Programme to provide Health & Wellbeing support to staff				
Use of Consultants to deliver key projects whilst key vacancies are filled.				

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score	
SRR-03	Effective ICT Systems and Cyber Security and Information Governance	Director of Resources Head of Legal Services	Inherent Score	16 (4-4)
			Current Score	9 (3-3)
			Expected Score	6 (3-2)
<b>Risk Description</b>				
<p>The Council's ability to ensure effective information governance arrangements are in place to make sure that personal data is secure and that an individual's right to privacy is protected. To minimise the Council's cyber risk and ensure the operational resilience in the event of an incident.</p> <p>The Council operates within a wider cyber security context and cannot directly control the level of threat posed.</p>				
<b>Causes</b>		<b>Consequences</b>		
<ul style="list-style-type: none"> <li>Cyber Security incident affects Council's ability to deliver critical services.</li> <li>Ineffective operational resilience.</li> <li>Human error due to a lack of awareness, training and resource to prevent cutting corners.</li> <li>Ineffective information governance arrangements resulting in data retention breaches.</li> </ul>		<ul style="list-style-type: none"> <li>Data Protection Breach</li> <li>Cyber security incident resulting in loss of data and reputational damage</li> <li>IT systems not being used to their full potential, impacting on resource and resilience.</li> <li>Failure to do so could lead to financial and/or reputational damage to the Council.</li> </ul>		
<b>Current Mitigations</b>		<b>Outstanding Actions</b>		<b>Target Date</b>
IT & Digital Strategies in place		Information Security Handbook reviewed and approved by CGSG and circulated to staff		Sept 2023
Cyber Treatment Plan delivered.		IT Strategy 2023 onwards under development		Sept 2023
BCPs / IT Disaster Recovery Plan regularly tested, reviewed and updated		IAR and ROPA to be reviewed and updated		Sept 2023
Cyber and Information Security Training platform in use with regular reports on compliance reported to the Council's CGSG		Annual plan to be devised for BCP and IT Disaster Recovery Plan testing		Sept 2023
Records Management Controls in respect of maintenance of Information Asset Register (IAR) and Record of Processing Activity (ROPA)		Digital journey to be reviewed by the new Digital Customer Journey Lead		Oct 2023
Council has appointed Data Protection Officer to govern risk via the Corporate Governance Steering Group		Project to replace the Council's end of life and out of support network switches delivered		Jan 2024
Cyber Treatment Plan fully delivered				

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score	
SRR-04	Delivery of the Local Plan	Director of Place Assistant Director - Planning, Economic Development & Regulatory Services	Inherent Score	9 (3-3)
			Current Score	9 (3-3)
			Expected Score	9 (3-3)
<b>Risk Description</b>				
The Council's ability to deliver an updated Local Plan.				
<b>Causes</b>		<b>Consequences</b>		
<ul style="list-style-type: none"> <li>Resource challenges</li> <li>Challenging public sector landscape and central funding uncertainty</li> <li>Changes to national planning policy and political uncertainty</li> </ul>		The Local Plan is not fit for purpose (not the right plan for the area) resulting in Corporate Priorities not being achieved. The wrong Local Plan will potentially harm the economic and housing needs of the Borough.		
<b>Current Mitigations</b>		<b>Outstanding Actions</b>		<b>Target Date</b>
Steering Group for Local Plan to give oversight and governance to meet targets – Monthly meeting		Public consultation underway with closing date of 18 <sup>th</sup> August 2023 – outcome of this to be reported to Executive		Dec 2023
Changes in Government Planning Policy are being consulted on and these will be reported to Committee to help steer the Plan through the changes.		Further rounds of public consultations to take place		Ongoing
Evidence on main issues has been used to justify the emerging policies		Consultation on issues and options		Aug 2023
Data and Information Used to Guide and Design Local Plan		Set-up working group with new administration after the end of the consultation period and agree meeting schedule		Sept 2023
Director of Place vacancy filled in February 2023		Report final version of the plan to the Executive		Feb 2024
Report to P&R March 2023 with Member workshops in March / April				

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score	
SRR-05	Effective Contract Performance Management	Director of Resources	Inherent Score	16 (4-4)
			Current Score	12 (4-3)
			Expected Score	6 (3-2)
<b>Risk Description</b>				
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.				
<b>Causes</b>		<b>Consequences</b>		
<ul style="list-style-type: none"> <li>Ineffective Contract documents and service agreements</li> <li>Ineffective KPI's</li> <li>Uncoordinated Strategic goals between organisations</li> <li>Lack of Client capacity to effectively manage the Contract</li> </ul>		<ul style="list-style-type: none"> <li>The Council is unable to deliver the required savings and efficiencies resulting in increased costs</li> <li>Inability to make well informed future proof decisions</li> </ul>		
<b>Current Mitigations</b>		<b>Outstanding Actions</b>	<b>Target Date</b>	
Routine Client meetings held at regular intervals to discuss and review performance & service delivery		Leisure Review completed and reported to Executive with next steps agreed.	July 2023	
Performance frameworks in place subject to annual review		Liaise with PLT to review the overall financial position of PLT resulting in a 3yr MTFP to sit alongside PBC MTFP	Oct 2023	
Liberata Service Reviews underway		Liberata Service Review CCN agreed and signed off	Sept 2023	
Joint Partnership Board meeting held in March 2023 to review progress on the service reviews		Liberata Performance Management Framework agreed	Sept 2023	
		Joint Partnership Board meeting scheduled to further progress in the completion of the service reviews	Sept 2023	



Risk Code	Corporate Risk Theme	Risk Owners	Risk Score				
			SRR-06	Delivery of key Government Programmes and Major Capital Projects	Director of Place Head of Economic Growth	Inherent Score	16 (4-4)
						Current Score	12 (3-4)
						Expected Score	9 (3-3)
Risk Description							
<p>The Council's ability to deliver on the agreed major programmes and projects as planned, within budget and within timescales is reliant on having the right people in place in the right jobs, to focus on key programmes, including:</p> <ul style="list-style-type: none"> <li>LUF, Nelson Town Deal, UKSPF, Joint Venture (JV) Partnership Schemes, new cemetery facilities in Nelson</li> <li>The lack of clear project scopes and project plans creates delays in delivery. Any changes in key personnel can lead to delays in delivery.</li> <li>Potential lack of delivery capacity to move key work forward in a timely way</li> </ul>							
Causes		Consequences					
<ul style="list-style-type: none"> <li>Loss of critical staff affecting the ability to deliver key projects</li> <li>Lack of sufficient capacity and specialist capabilities to progress activities</li> </ul>		<ul style="list-style-type: none"> <li>Reputational damage with communities, public and partnerships</li> <li>Loss of grant funding and investment</li> <li>Failure to deliver key transformational activities</li> </ul>					
Current Mitigations / Controls		Outstanding Actions	Target Date				
Nelson Town Deal Board established and meets regularly		Key vacancies to be filled	Sept 2023				
Nelson Town Deal project Business Cases externally appraised		Capital Appraisal documents completed for all new capital schemes	Sept 2023				
PenBrook JV established to deliver key Nelson Town Deal projects, and board meeting arranged		Quarterly Government returns completed for all schemes.	Ongoing				
Project and JV Working Groups meet regularly; Pearl Board meetings reestablished							
Project/Programme Management staffing resource established							
Internal programme governance structures put in place							
Consultants procured through a tendering process to assist with delivery of Cemetery facilities project and internal PBC /Liberata working group set-up							
Place Directorate restructure completed							
Head of Economic Growth post filled							
Agreement reached to secure Raise Partnership regeneration support for NTD and LUF							

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score				
			SRR-07	Political Balance / Stability	Chief Executive	Inherent Score	16 (4-4)
						Current Score	12 (4-3)
						Expected Score	9 (3-3)
Risk Description							
<p>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.            Pendle has a balanced political base which has seen the control of Council change over recent years.</p>							
Causes		Consequences					
<ul style="list-style-type: none"> <li>Inability to achieve a strong political balance and buy in</li> <li>Insufficient training and support to enhance the decision-making process</li> </ul>		Hindering delivery of key projects (such as, UKSPF, LUF, Town Deal)/ corporate priorities. (e.g. responding to the recommendations of the Leisure Review?)					
Current Mitigations		Outstanding Actions		Target Date			
Member briefings in place		GLA Member Support to Encourage Group leaders and Members to work together		September 2023			
Delivery of a relevant, responsive and effective Member training programme							
May Elections now complete; Shared Administration now in place							
Constitution review undertaken							
Member Code of Conduct in place, subject to annual review							
Governance & Committee Framework/ Structure agreed							
CPC Action Plan delivered and progress reported to Executive							

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score	
SRR-08	Ability to deal with extreme weather and civil contingencies (such as a pandemic)	Director of Place Assistant Director – Operational Services	Inherent Score	16 (4-4)
			Current Score	12 (3-4)
			Expected Score	9 (3-3)
<b>Risk Description</b>				
<p>Sufficiently robust BCP and EP arrangements not in place placing the Council at high level of risk. It is likely that extreme weather impacts on delivery of day-to-day services and on our vulnerable residents will become more prevalent in coming years. As a District Council, PBC has access to fewer resources than larger Authorities.</p>				
<b>Causes</b>		<b>Consequences</b>		
<ul style="list-style-type: none"> <li>Climate Change is causing more extremes in weather, e.g. heat, cold and flooding</li> <li>Pandemic re infectious diseases</li> </ul>		Impact on infrastructure (roads/ highways/ vulnerable people/ front door services).		
<b>Current Mitigations</b>		<b>Outstanding Actions</b>		<b>Target Date</b>
Annual schedule developed and agreed to test, review and update BCP, DR and EP policies and processes. PBC took part in Lancashire wide exercise Operation Goshawk in November 2022		Consider formalising and strengthening the stand-by officer arrangements for EP – currently relies on goodwill and has limited volunteers so is a weakness in our arrangements currently.		Dec 2023
Attendance at LRF Winter Energy Risk Briefings and both strategic and tactical co-ordinating group meetings when required		Annual schedule to be agreed to test, review and update BCP, DR and EP policies and processes.		Nov 2023
Local Civil Emergency Plan updated as required, e.g. when organisational changes are made				
PBC signed up to County wide mutual aid agreement which confirms a commitment from each organisation to provide support if able to do so during times of emergencies.				

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score	
SRR-09	Achievement of carbon neutral targets by 2030	Director of Place	Inherent Score	20 (5-4)
			Current Score	20 (5-4)
			Expected Score	16 (4-4)
<b>Risk Description</b>				
<p>The Council's inability to meet national Carbon Neutral targets and PBC corporate carbon reduction targets.</p> <p>Additional Factors:</p> <ul style="list-style-type: none"> <li>- Continuation of Services (E Fleet, Blackouts...)</li> <li>- Estate Energy procurement</li> <li>- Capital Procurement of Renewables</li> <li>- Insulation of Council Property and wider Private Housing Estate</li> <li>- Leisure estate emissions</li> </ul> <p>This is very ambitious target which doesn't currently permeate through all Council decisions.</p>				
<b>Causes</b>		<b>Consequences</b>		
<ul style="list-style-type: none"> <li>• Lack of experience and skills to drive transformation.</li> <li>• Funding and budget for transformation is not identified / available.</li> <li>• Capacity and resource – the Council does not have a dedicated Climate Change Officer but is looking to imbed as part of the culture of the organisation.</li> </ul>		<ul style="list-style-type: none"> <li>• Financial penalty for not achieving targets</li> <li>• Reputational Damage</li> <li>• Long term impacts of climate change on local communities</li> </ul>		
<b>Current Mitigations</b>		<b>Outstanding Actions</b>		<b>Target Date</b>
Agile Working Policy results in a reduction in carbon emissions as workers commutes have been reduced.		Review of Council Fleet to take place to ascertain the viability of procuring Electric Vehicles and charging stations.		TBC
New energy contract secured for Leisure Centres		New emissions KPIs to be developed and agreed as part of the annual emissions reporting process		Nov 2023
Use of HVO (Hydro-treated Vegetable Oil) in vehicle fleet		Way forward on Strategic Leisure Review agreed		Dec 2023
Internal annual carbon reduction targets in place		Ambitious carbon reduction targets developed and agreed		March 2024
Annual Carbon Emissions Report produced		Climate Emergency Action Plan agreed		March 2024
Local Plan responds to carbon reduction / carbon neutral targets		Energy Efficiency of the Council's buildings assessed and programme of works agreed (Heat De-		TBC

	carbonisation Plans) to achieve carbon neutral targets where possible	
	Quotes / costs obtained from consultants for RIBA Stage 3 detailed schedules of work	TBC
	RIBA Stage 3 detailed schedules of work taken forward to bis into future PSDS rounds of funding	TBC

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score				
			SRR-10	Safeguarding of residents	Director of Resources Head of Policy & Commissioning	Inherent Score	16 (4-4)
						Current Score	9 (3-3)
						Expected Score	4 (2-2)
Risk Description							
<p>The Council needs to ensure that all employees are aware of the organisation's responsibilities in relation to safeguarding children and vulnerable adults.</p> <ul style="list-style-type: none"> <li>Life in Pendle survey highlighted residents' perception of concerns around safeguarding incidents witnessed in their communities.</li> <li>Safeguarding cases highlighted in the media following police investigations</li> </ul>							
Causes		Consequences					
<ul style="list-style-type: none"> <li>Lack of Training &amp; Awareness</li> <li>Lack of resource and capacity increasing errors</li> <li>Increasing inequalities in communities increasing pressure on front door services</li> </ul>		<ul style="list-style-type: none"> <li>Safeguarding breach</li> <li>Moral and ethical considerations</li> <li>Reputational Damage</li> </ul>					
Current Mitigations		Outstanding Actions		Target Date			
All Staff undertook cascaded Safeguarding Training (basic awareness) in September 2022		Safeguarding policies revised and updated		Sept 2025			
Identified front-line staff undertook Safeguarding Level 2 Training in November 2022 (face-to-face)		Continue to deliver the Council's safeguarding priorities		Ongoing			
Safeguarding training (for new drivers and as a 3yr refresher) delivered to taxi drivers via an online package							
Pendle Genga Panel brings partners together to identify and collectively disrupt serious organised crime (including child exploitation) using a variety of powers. A number of Council services are represented.							

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score				
			SRR-11	Public Health	Director of Place	Inherent Score	16 (4-4)
						Current Score	12 (3-4)
						Expected Score	9 (3-3)
Risk Description							
<p>Poor public health outcomes for the people of Pendle Borough Council</p> <ul style="list-style-type: none"> <li>• poor health, etc</li> <li>• High number of terraced housing in certain parts of the borough</li> <li>• High levels of Deprivation</li> <li>• DFG programme – backlog and underspending</li> </ul>							
Causes		Consequences					
<ul style="list-style-type: none"> <li>• Cramped housing can be the cause of health issues</li> <li>• Low levels of street cleanliness</li> <li>• Wage levels lower than the national average</li> <li>• High unemployment levels in the economically active age group</li> </ul>		<ul style="list-style-type: none"> <li>• Higher levels of infant mortality</li> <li>• Pendle is the 36th most deprived area out of 317 district and unitary authorities in England and 5th most deprived district in Lancashire (IND 2019)</li> </ul>					
Current Mitigations		Outstanding Actions	Target Date				
Mechanical Street cleansing is delivered on a weekly schedule within the areas linking to this risk. In support of the mechanical street cleansing service additional resources are deployed within areas of greater need to remove littering and fly tipping. Enforcement staff patrol all areas dealing with offenders as and when evidence is found.		Operational Services will be conducting some amnesty and education events during Aug-Sept. The events will raise awareness of the services delivered by the Council and provide residents with an immediate one-off means of clearing unwanted items.	Sept 2023				
Programmes we deliver, i.e. UKSPF, Town Deal have health dimensions		Develop Health & Wellbeing Plan and governance arrangements	Dec 2023				
Health and Wellbeing Plan / Programme produced (LPU)		Manage and deliver the Holiday Activities & Food Programme	March 2024				
Increase Pride in Place identified in the latest Life in Pendle survey		Manage and deliver the Household Support Fund	March 2024				
Cost of living interventions in place							

Risk Code	Corporate Risk Theme	Risk Owners	Risk Score	
			Inherent Score	16 (4-4)
SRR-12	Local Workforce Skills development	Director of Place	Current Score	12 (3-4)
			Expected Score	9 (3-3)
			<b>Risk Description</b>	
Skills shortage, poor educational attainment, poor housing, etc can all have negative impacts on the local economy.				
<b>Causes</b>		<b>Consequences</b>		
<ul style="list-style-type: none"> <li>Deprivation in the local area (unemployment)</li> <li>Pendle has one of the lowest average Attainment 8 scores in Lancashire</li> <li>Lack of local employment and regeneration and economic growth in the area</li> <li>Almost 3 in 10 jobs in Pendle are in the manufacturing sector, which is significantly higher than the national figure of 8%</li> <li>There are fewer professional jobs in Pendle (4%) when compared with the national average (9%)</li> </ul>		<ul style="list-style-type: none"> <li>Pendle is the 36<sup>th</sup> most deprived area out of 317 district and unitary authorities in England and 5<sup>th</sup> most deprived district in Lancashire (IND 2019)</li> <li>Skill shortage</li> <li>Loss of local economic growth</li> </ul>		
<b>Current Mitigations</b>		<b>Outstanding Actions</b>		<b>Target Date</b>
Kickstart programme undertaken which provided real life work placements for long term unemployed people.		Ensure we pursue opportunities that arise which will have a positive impact on the development of local workforce skills & employability of long-term unemployed local people, e.g. the Kickstart scheme		Ongoing
PBC continue to pursue apprenticeships to upskill our staff, e.g. from labourers to Cat C drivers.		Foster / Support / Facilitate working with partners, local businesses and education providers to understand and address the skill shortage in Pendle		Nov 2023
Youth Employment Support (YES) Hub in operation in Nelson run by Active Lancashire		A review of the Economic Growth Strategy is ongoing which will inform future directions of travel.		Dec 2023
Effective utilisation of the Apprenticeship Levy				
Economic Recovery and Growth Strategy 2021-26 contains immediate and aspirational targets which are being pursued.				
The Apprenticeship Levy for 202/23 is almost fully utilised with a full programme of spend identified for 2023/24				