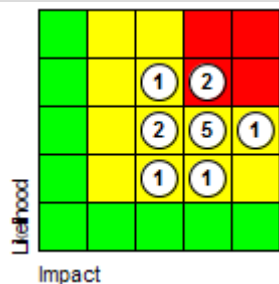


Strategic Risk Register Heat Map & Summary



The Heat Map provides an overview of the cumulative position of Current Risk Scores following the latest Risk Review.

The summary below details the separate Corporate Risk Themes with the associated individual risk scores following the latest Risk Review.

Risk Code	Corporate Risk Theme	Inherent Risk Score	Original Risk Score	Expected Risk Score
SRR-01	Financial Sustainability	20	16	9
SRR-02	Organisation's Internal Capacity to Deliver	16	16	6
SRR-03	Effective ICT Systems and Cyber Security and Information Governance	9	12	6
SRR-04	Delivery of the Local Plan	9	12	9
SRR-05	Effective Contract Performance Management - Liberata UK	16	12	6
SRR-06	Delivery of key Government Programmes and Major Capital Projects	16	8	9
SRR-07	Political Balance / Stability	16	12	9
SRR-08	Ability to deal with extreme weather and civil contingencies (such as a pandemic)	16	12	9
SRR-09	Achievement of carbon neutral targets by 2030	20	15	16
SRR-10	Safeguarding of residents	9	9	4
SRR-11	Public Health and Wellbeing	16	12	9
SRR-12	Local Workforce Skills development	16	6	9
SRR-13	Leisure Review – NEEDS DEVELOPMENT	TBC	TBC	TBC

Detailed Update

SRR-01 Financial Sustainability

Risk Owner(s): Director of Resources / Head of Finance


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.


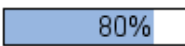

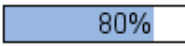

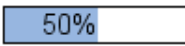
Original Risk Score	Current Risk Score	Expected Risk Score
20	16	9

Causes	Consequences	Internal Controls
Central Government funding policy and level of grant funding payable to Local Government. Impact of Cost-of-Living Crisis on residents and ability to generate Council Tax. Cap on Council Tax increases. Management of external factors such as COVID, increasing inflation rates, borrowing costs and energy costs, etc). High levels of pay inflation.	Council Budget is set with Use of Reserves required to bridge funding gap. Reduction in Council Reserves year on year. Potential Section 114 Notice requirement in future years. Additional scrutiny from Central Government.	<ul style="list-style-type: none"> Quarterly Capital monitoring report. Quarterly Revenue monitoring report Treasury report MTFP report regularly submitted to committee Daily Treasury management reviews New Debt management policy - linked to Treasury management

Current Mitigations

Management of Revenue & Capital Budget via quarterly budget monitoring.
Treasury Management Reports to Accounts and Audit Committee, Executive and Council.
Section 151 Officer sign off for Robustness of Estimates, Statement of Accounts and Grant returns.
Training and Support to Budget Holders.
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 8th December 2022.

Linked Actions				
SRR-01.03 Member Budget Working Group		<div><div>50%</div></div>	31-Mar-2024	Why is the action red, amber or green? Budget Working Group has been set up with regular meetings scheduled.

				What are you doing to maintain or improve the situation? February Council is due to set the budget and following its agreement this will validate the work undertaken by the working group.
SRR-01.05 Ongoing: Enhanced and embedded Budget Review Process with CMT and Budget Holders			31-Mar-2024	Why is the action red, amber or green? Action is underway with budget holders being involved in the monitoring & setting. What are you doing to maintain or improve the situation? Continue to develop the new monitoring & setting process with the budget holders and establish the process and business as usual.
SRR-01.06 Development of Capital Appraisal documents completed for all new capital schemes			30-Sep-2023	Why is the action red, amber or green? Progress has been delayed on this but the forms has been developed and is in use by Heads of Service What are you doing to maintain or improve the situation? To allow the process time to embed the review of use will need to be carried out in early 2024/25.
SRR-01.07 Liaise with PLT to review the overall financial position of PLT resulting in a 3yr MTFP to sit alongside PBC MTFP			31-Oct-2023	Why is the action red, amber or green? Budget Working Group has included discussion with PLT Board and management. Leisure Reviews being concluded at present What are you doing to maintain or improve the situation?

Latest Note

Work is still ongoing to improve the Councils financial stability, with new actions and controls added. Improvement has been made but significant progress is pending decisions from Council members.

P - National election due with an expected change in Government, it is likely that this will result in changes to Council Finances. Additionally the Council is a shared administration and as a result the Councils ability to pass new measures is limited.

E - Growth of business rates has been limited due to the present national financial situation. LCC unitary authority and potential devolved powers has scope to significantly impact Council funding streams.

S - Nil

T - Nil

L - Nil

E - National net Zero plan has the potential to financially impact the Council. Failure to meet the targets will be met with penalties but there are costs associated with the initial move to more "green" technologies.

SRR-02 Organisation's Internal Capacity to Deliver

Risk Owner(s): Chief Executive / Director of Resources / Director of Place

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.

Wider employment market and skill shortage in some areas has increased staff turnover in key areas.

Local Authorities operate in wider marketplace.

Original Risk Score	Current Risk Score	Expected Risk Score
16	16	6

Causes	Consequences	Internal Controls
Wider macro-economic factors post Covid. Cost of living crisis forces staff to look for new roles. Certain key skills in shortage across the market. Higher % of vacancies in some departments. Higher % of temporary staff in some departments Long term absence rate increase.	Failure to deliver on statutory duty. Failure to deliver on key projects such as the UK Shared Prosperity Fund, Nelson Town Deal and Colne Levelling Up. Become a designated planning authority. Potential Food Standards Agency intervention Loss of staff.	<ul style="list-style-type: none"> • Budget Working Groups • Quarterly Performance Clinics • Executive Working Groups • CLT Meetings • CMT Meetings • Bi-monthly CGSG meetings • Director Meetings • Portfolio Holder Briefings

Current Mitigations

Workforce Strategy in place to enable improved long-term planning of workforce.

Re-instatement of the Personal Development Review process (inc PDRs).

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 / Agency Staff to deliver key projects whilst key vacancies are filled.

Linked Actions				
SRR-02.01 Further key vacancies to be appointed (S.151)		<div><div>50%</div></div>	31-Mar-2024	<p>Why is the action red, amber or green? The Key vacancy of the councils S.151 officer has been identified. A realistic timeline to reappoint has been adopted.</p> <p>What are you doing to maintain or improve the situation? The vacant S.151 post will be advertised and a replacement appointed as soon as appropriate. An interim S.151 officer has been appointed.</p>
SRR-02.02 Attendance Policy training being delivered throughout July, August and September 2023		<div><div>100%</div></div>	30-Sep-2023	<p>Attendance Policy Training delivered during the quarter as planned.</p> <p>Also, a workshop for Extended Management Team developed during the quarter relating to Attendance and Workforce Strategy. This was delivered on 3rd October 2023.</p>

Latest Note
<p>Quarter 3 Risk Review - Current Risk Score has Increased from 9 to 16: Absence of a permanent S151 officer is a significant risk to the Council and has increased both the impact and likelihood.</p>

SRR-03 Effective ICT Systems and Cyber Security and Information Governance

Risk Owner(s): Director of Resources / Head of Legal & Democratic Services

Description

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.

The Council operates within a wider cyber security context and cannot directly control the level of threat posed.

Original Risk Score	Current Risk Score	Expected Risk Score
9	12	6

Causes	Consequences	Internal Controls
<p>Cyber Security incident affects Council's ability to deliver critical services.</p> <p>Ineffective operational resilience.</p> <p>Human error due to a lack of awareness, training and resource to prevent cutting corners.</p> <p>Ineffective information governance arrangements resulting in data retention breaches.</p>	<p>Data Protection Breach</p> <p>Cyber security incident resulting in loss of data and reputational damage</p> <p>IT systems not being used to their full potential, impacting on resource and resilience.</p> <p>Failure to do so could lead to financial and/or reputational damage to the Council.</p>	<ul style="list-style-type: none"> • Regular KB4 Management group meetings - Including PLT & Liberata • Annual KB4 training programme devised and delivered • Monthly IT Governance meeting • Monthly PSG Meetings • Quarterly Corporate Governance Steering Group meetings • DPO Record of Disclosure

Current Mitigations

IT & Digital Strategies in place.


Cyber Treatment Plan fully delivered.



BCPs / IT Disaster Recovery Plan regularly tested, reviewed and updated.



Cyber and Information Security Training platform in use with regular reports on compliance reported to the Council's CGSG.


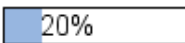
Records Management Controls in respect of maintenance of Information Asset Register (IAR) and Record of Processing Activity (ROPA).

Council has appointed Data Protection Officer to govern risk via the Corporate Governance Steering Group.

Linked Actions				
SRR-03.01 Information Security Handbook reviewed and approved by CGSG and circulated to staff		<div><div>75%</div></div>	30-Sep-2023	<p>Why is the action red, amber or green?</p> <p>Progress has been delayed historically due to other work commitments and conflicting priorities.</p> <p>There have also been delays in getting feedback from</p>

				<p>colleagues in IT and Internal Audit.</p> <p>What are you doing to maintain or improve the situation? Whilst feedback has been received from IT and Internal Audit, upon review it was apparent that some of the suggested / proposed inclusions / amendments could not be progressed as the comments could not be identified by individual - all comments were detailed as 'Author' throughout the document. The document is back with IT colleagues to identify their specific comments / recommendations so we can discuss and incorporate appropriately.</p> <p>Update - The Council's DPO / Monitoring Officer has been granted delegated authority to review, approve and reissue in liaison with the Council's Corporate Client & Governance Manager. This review will take place 30th Jan.</p>
SRR-03.02 IT Strategy 2023 onwards under development		<div><div></div>0%</div>	30-Sep-2023	<p>Why is the action red, amber or green? The IT Strategy has been being delivered based on the 2020/23 Action Plan. The action plan has been regularly reviewed and updated to reflect current delivery via the IT Programme Board. A comprehensive review and update is yet to be undertaken.</p> <p>What are you doing to maintain or improve the situation? A meeting has been arranged for early November 2023 to commence a review and update of the IT Strategy for 2023/26.</p>
SRR-03.03 Information Asset Register (IAR) and Record of Processing Activity (ROPA) to be reviewed and updated		<div><div></div>25%</div>	30-Sep-2023	<p>Why is the action red, amber or green? Progress has stalled due to lack of experience in this area, support and resourcing.</p> <p>What are you doing to maintain or improve the situation? Internal Audit are currently undertaking an Information Governance Review and have offered to provide some support to the Council's DPO in reviewing what we currently have in respect of the ROPA and how this needs to be reviewed and updated to ensure we are complaint and up-to-date.</p> <p>We are also currently working on the IAR but conflicting work priorities and commitments along with lack of experience are causing delays.</p> <p>This will be discussed at the next CGSG meeting scheduled for</p>

				15th January to seek assistance / support in this area.
SRR-03.04 Annual plan to be devised for BCP and IT Disaster Recovery Plan testing		<div><div></div>0%</div>	30-Sep-2023	<p>Why is the action red, amber or green? We are currently awaiting a proposal from IT Services who are reviewing the list of applications we have and in which order they consider we should prioritise the DR testing. Progress on this is being followed up.</p> <p>What are you doing to maintain or improve the situation? The Council will review the proposal on receipt (which is currently being chased) and this will then be shared with the Corporate Governance Steering Group to agree an annual testing plan. This is likely going to require some availability of testers within the key services within which these applications are in use.</p> <p>The Council took part in a multi-agency Emergency Planning exercise in November 2023.</p>
SRR-03.05 Digital journey to be reviewed by the new Digital Customer Journey Lead		<div><div></div>25%</div>	31-Mar-2024	<p>Current work which is underway and planned includes:</p> <ul style="list-style-type: none"> • Collecting data from staff on how customers contact them (and whether this can be improved) - due to go out to staff November • Northgate Single Sign On project to promote online account and services - should be live by end of the year • Call listening to compare customer journey on phone and website, collecting evidence to align web processes with phone - second session w/c 23rd October 2023 • Removing E Store payments and transferring onto Jadu XForms - this is nearly finished with only a couple of E store payment left to remove • Reviewing PDF documents and where possible replacing with Xforms and web pages - due to start • Reviewing website A-Z - half way through • Reviewing and improving the website as a whole (this is a long and ongoing process) <p>The delivery date for this action was very optimistic and further</p>

				discussions will be required with the Digital Customer Journey Lead to establish more meaningful actions and delivery timescales. This will then be fed into the SRR.
SRR-03.06 Project to replace the Council's end of life and out of support network switches delivered			31-Jan-2024	<p>Why is the action red, amber or green? The project is currently underway and on target. All hardware required has been ordered and delivered. The contractor for the electrical and structured cabling works has also been secured.</p> <p>What are you doing to maintain or improve the situation? The essential structured cabling works have been scheduled for w/c 5th February 2024. The project timeline has been received and will be discussed at the next IT Programme Board - this is scheduled for the 6th February 2024.</p>

Latest Note

Quarter 3 Risk Review - Current Risk Score Increased from 9 to 12:
Risk owner assesses that the impact of ineffective ICT and Cyber security has increased due to our organisations reliance on these systems for our day to day operations.

SRR-04 Delivery of the Local Plan

Risk Owner(s): Director of Place / Assistant Director - Planning, Building Control & Regulatory Services






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

Original Risk Score	Current Risk Score	Expected Risk Score
9	12	9

Causes	Consequences	Internal Controls
Resource challenges. Challenging public sector landscape and central funding uncertainty Changes to national planning policy and political uncertainty.	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.	<ul style="list-style-type: none"> All party working group meeting regularly Reports & updates from all party working group

Current Mitigations

Steering Group for Local Plan to give oversight and governance to meet targets – Monthly meeting.
Changes in Government Planning Policy are being consulted on and these will be reported to Committee to help steer the Plan through the changes.
Evidence on main issues has been used to justify the emerging policies.
Data and Information Used to Guide and Design Local Plan.
Director of Place vacancy filled in February 2023.
Report to P&R March 2023 with Member workshops in March / April.

Linked Actions				
SRR-04.01 Public Consultation completed on issues and options - closing date 18th August 2023		<div><div>100%</div></div>	18-Aug-2023	
SRR-04.02 Public consultation outcome reported to Executive		<div><div>100%</div></div>	31-Dec-2023	
SRR-04.03 Further rounds of public consultations to take place		<div><div>100%</div></div>	31-Dec-2024	
SRR-04.04 Set-up working group with new administration after the end of the consultation period and agree meeting schedule		<div><div>100%</div></div>	30-Sep-2023	Agreement has been reached with the Portfolio holder on the format and timing of the group. It will meet once the comments on the consultation on the LP have been collated.
SRR-04.05 Report final version of the plan to the Executive		<div><div>60%</div></div>	29-Feb-2024	The draft Plan has been out to consultation and the Member working group has been convened. Work on justifying the SM figure is progressing with further meetings with consultants and the working group

Latest Note

Likelihood has increased as Council members are seeking to justify a housing figure lower than the current evidence would suggest. This has led to delays.

SRR-05 Effective Contract Performance Management - Liberata UK

Risk Owner(s): Director of Resources / Head of Policy & Commissioning



The Council's ability to ensure value for money is delivered from the Council's key high value contract with Liberata UK Ltd.
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.


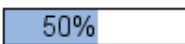


Original Risk Score	Current Risk Score	Expected Risk Score
16	12	6

Causes	Consequences	Internal Controls
Ineffective Contract documents and service agreements. Ineffective KPI's. Uncoordinated Strategic goals between organisations. Lack of Client capacity to effectively manage the Contract.	The Council is unable to deliver the required savings and efficiencies resulting in increased costs. Inability to make well informed future proof decisions.	<ul style="list-style-type: none"> Annual internal audit review of Liberata Contract Monthly PSG meetings Quarterly Joint Partnership Board meetings

Current Mitigations

Routine Client meetings held at regular intervals to discuss and review performance & service delivery.
Performance frameworks in place subject to annual review.
Liberata Service Reviews underway.
Joint Partnership Board meeting held in March 2023 to review progress on the service reviews.

Linked Actions				
SRR-05.01 Liberata Contract Review completed		<div><div>100%</div></div>	30-Sep-2023	<p>Why is the action red, amber or green?</p> <p>September Council requested that further negotiations take place prior to agreement. Discussions are now ongoing.</p> <p>What are you doing to maintain or improve the situation?</p> <p>Negotiations are ongoing with meetings and progress made on property services. Council meeting on 14/12/23 will hopefully ratify the new agreement.</p>
SRR-05.02 Liberata Service Review CCN agreed and signed off		<div><div>60%</div></div>	01-Feb-2024	<p>Why is the action red, amber or green?</p> <p>The contract review is now completed and the CCN is being</p>

				<p>compiled.</p> <p>What are you doing to maintain or improve the situation? Formal agreement has now been reached with Liberata UK in the two key areas which were previously outstanding: 1. Contract Inflation Rate for 2023/24 2. Transfer of Property Services</p> <p>A report was presented to Council at the 14th December Meeting providing an update on the Liberata Contract Review and it was agreed that the changes to the contract be approved as set out.</p> <p>Negotiations in respect of the Council proposals on the Liberata Performance Management Framework are underway with the outcome to be reported at the Joint Partnership Board scheduled for 7th March 2024.</p>
SRR-05.03 Liberata Performance Management Framework agreed			01-Apr-2024	<p>Why is the action red, amber or green? The Council's proposed reviewed PM Framework was shared with LUK in early December 2023 and a response has been awaited despite a few follow-ups. This has now been escalated to the Interim Director of Resources and a meeting is being scheduled to discuss the proposals.</p> <p>What are you doing to maintain or improve the situation? Negotiations in respect of the Council proposals on the Liberata Performance Management Framework are underway with the outcome to be reported at the Joint Partnership Board scheduled for 7th March 2024.</p>
SRR-05.04 Joint Partnership Board meeting scheduled to further progress in the completion of the service reviews			30-Sep-2023	<p>Why is the action red, amber or green? A further meeting of the Joint Partnership Board was held on 21st November 2023. At this meeting the recommendations made were agreed.</p> <p>What are you doing to maintain or improve the situation? Formal agreement has now been reached with Liberata UK in the two key areas which were previously outstanding and so concludes the review: 1. Contract Inflation Rate for 2023/24 2. Transfer of Property Services</p> <p>A report was presented to Council at the 14th December</p>

				<p>Meeting providing an update on the Liberata Contract Review and it was agreed that the changes to the contract be approved as set out.</p> <p>Negotiations in respect of the Council proposals on the Liberata Performance Management Framework are underway with the outcome to be reported at the Joint Partnership Board scheduled for 7th March 2024</p>
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Latest Note
<p>The contract review is now completed and the CCN is being compiled.</p> <p>Formal agreement has now been reached with Liberata UK in the two key areas which were previously outstanding:</p> <ol style="list-style-type: none"> 1. Contract Inflation Rate for 2023/24 2. Transfer of Property Services <p>A report was presented to Council at the 14th December Meeting providing an update on the Liberata Contract Review and it was agreed that the changes to the contract be approved as set out.</p> <p>Negotiations in respect of the Council proposals on the Liberata Performance Management Framework are underway with the outcome to be reported at the Joint Partnership Board scheduled for 7th March 2024.</p>

SRR-06 Delivery of key Government Programmes and Major Capital Projects

Risk Owner(s): Director of Place / Head of Economic Growth

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:

- . LUF, Nelson Town Deal, UKSPF, Joint Venture (JV) Partnership Schemes, new cemetery facilities in Nelson
- . The lack of clear project scopes and project plans creates delays in delivery. Any changes in key personnel can lead to delays in delivery.
- . Potential lack of delivery capacity to move key work forward in a timely way

Original Risk Score	Current Risk Score	Expected Risk Score
16	8	9

Causes	Consequences	Internal Controls
Loss of critical staff affecting the ability to deliver key projects. Lack of sufficient capacity and specialist capabilities to progress activities.	Reputational damage with communities, public and partnerships. Loss of grant funding and investment. Failure to deliver key transformational activities.	• Monthly / Quarterly Returns - Both financial and delivery returns submitted as per funding conditions.

Current Mitigations

Nelson Town Deal Board established and meets regularly.
Nelson Town Deal project Business Cases externally appraised.
PenBrook JV established to deliver key Nelson Town Deal projects, and board meeting arranged.
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.

Linked Actions				
None at present				

Latest Note

Quarter 3 Risk Review - Current Risk Score Reduced from 12 to 8:

Risk owner feels that the likelihood has been reduced due to robust internal controls that effectively control this risk.

SRR-07 Political Balance / Stability

Risk Owner(s): Director of Resources / Head of Legal & Democratic Services

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.

Original Risk Score	Current Risk Score	Expected Risk Score
16	12	9

Causes	Consequences	Internal Controls
Inability to achieve a strong political balance and buy in. Insufficient training and support to enhance the decision-making process.	Hindering delivery of key projects (such as, UKSPF, LUF, Town Deal)/ corporate priorities. (e.g. responding to the recommendations of the Leisure Review)	<ul style="list-style-type: none"> • Declaration of Interest forms for all members • Constitution guiding member actions and behaviour • Inductions for all new members

Current Mitigations

Member briefings in place.

Delivery of a relevant, responsive and effective Member training programme.





May 2023 Elections now complete; Shared Administration now in place.






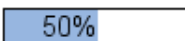
Constitution review undertaken in 2023.

Member Code of Conduct in place, subject to annual review.

Governance & Committee Framework/ Structure agreed.

CPC Action Plan delivered and progress reported to Executive.

Linked Actions				
SRR-07.01 NW Employers Member training offered			31-Aug-2023	<p>Why is the action red, amber or green? NW Employers invitation was sent to members in the monthly newsletter.</p> <p>What are you doing to maintain or improve the situation? Future events run by NW Employers will be signposted.</p>
SRR-07.02 Conduct Member Survey			31-Aug-2023	<p>Why is the action red, amber or green? Member survey circulated to members.</p> <p>What are you doing to maintain or improve the situation?</p>

				Members have been reminded to complete this. 4 responses received to date.
SRR-07.03 LGA Member Support to encourage Group Leaders and Members to work together			30-Sep-2023	<p>Why is the action red, amber or green? O & S training is underway and expected to complete by Christmas.</p> <p>What are you doing to maintain or improve the situation? A future programme of continuing support will be considered.</p>
SRR-07.04 First monthly Member Briefing compiled and issued			30-Sep-2023	<p>Why is the action red, amber or green? Completed by Alice - but I don't manage her department.</p> <p>What are you doing to maintain or improve the situation?</p>
SRR-07.05 Member Survey feedback			31-Mar-2024	<p>Why is the action red, amber or green? Action has been delayed due to the departure of a key staff member.</p> <p>What are you doing to maintain or improve the situation? The survey has been returned by members and the data (18 Replies) is now being collated. The results should be available in early Q4.</p>

Latest Note

Quarter 3 Risk Review - Current Risk Score remained the same but the Impact and Likelihood were changed:
The Impact has been raised to Major (4) as members have an impact on all key Council decisions. Most recently the Corporate Plan & Recruitment for key roles within the council has been delayed by political instability.
The Likelihood has been reduced to Moderate (3) due to the slightly stronger majority of the joint administration. This has made it more likely that decisions can be made quickly once an agreement has been made.

SRR-08 Ability to deal with extreme weather and civil contingencies (such as a pandemic)

Risk Owner(s): Director of Place / Assistant Director - Operational Services

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.

Original Risk Score	Current Risk Score	Expected Risk Score
16	12	9

Causes	Consequences	Internal Controls
Climate Change is causing more extremes in weather, e.g. heat, cold and flooding. Pandemic re infectious diseases.	Impact on infrastructure (roads/ highways/ vulnerable people/ front door services).	<ul style="list-style-type: none"> • Business Continuity Plan in place • Emergency Plan in place • Disaster Recovery Plan in place • Resilience Direct Workshops • Weekly Out Of Hours (OOH) lists maintained • PLT OOH list maintained • PLT Keyholder list maintained • Liberata contact list maintained


Current Mitigations


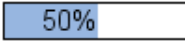
Annual schedule developed and agreed to test, review and update BCP, DR and EP policies and processes. PBC took part in Lancashire wide exercise Operation Goshawk in November 2022.

Attendance at LRF Winter Energy Risk Briefings and both strategic and tactical co-ordinating group meetings when required.

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.

Linked Actions				
SRR-08.01 Annual schedule to be agreed to test, review and update BCP, DR and EP policies and processes.		<div><div>100%</div></div>	30-Nov-2023	<p>Why is the action red, amber or green? Action now completed.</p> <p>What are you doing to maintain or improve the situation? Test carried out on 23/11/2023 with numerous Officers with responsibilities in Emergency Planning in attendance. Review of</p>

				lessons learned is now underway.
SRR-08.02 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.			31-Mar-2023	<p>Assistant Director Operational Services and Human Resource leads developing wording to complete an internal recruitment drive for those willing to carry out paid emergency standby duties for the Council.</p> <p>Once recruitment is completed the relevant job descriptions will be amended to include responsibilities such as acting as the Council's initial point of contact for out of hour emergencies and escalating reports of an emergency to senior officers and colleagues as required to deliver the Borough's response to an emergency or mutual aid request.</p> <p>Training will be provided through courses delivered via the Lancashire Resilience Forum, shadowing and attendance at emergency planning exercises such as the one we delivered in November 23 and Exercise Goshawk November 22.</p>

Latest Note

SRR-09 Achievement of carbon neutral targets by 2030

Risk Owner(s): Director of Place

The Council's inability to meet national Carbon Neutral targets and PBC corporate carbon reduction targets.

Additional Factors:

- Continuation of Services (E Fleet, Blackouts...)
- Estate Energy procurement
- Capital Procurement of Renewables
- Insulation of Council Property and wider Private Housing Estate
- Leisure estate emissions


This is a very ambitious target which doesn't currently permeate through all Council decisions.




Original Risk Score	Current Risk Score	Expected Risk Score
20	15	16



Causes	Consequences	Internal Controls
Lack of experience and skills to drive transformation. Funding and budget for transformation is not identified / available. 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.	Financial penalty for not achieving targets Reputational Damage Long term impacts of climate change on local communities External scoring by Climate UK	<ul style="list-style-type: none"> • Climate Emergency working group meetings • Monitoring of relevant PI's

Current Mitigations

Agile Working Policy results in a reduction in carbon emissions as workers commutes have been reduced.
New energy contract secured for Leisure Centres.
Use of HVO (Hydro-treated Vegetable Oil) in vehicle fleet.
Internal annual carbon reduction targets in place.
Annual Carbon Emissions Report produced.
Energy review of leisure sites has been commissioned and will be undertaken by APSE.

Linked Actions				
SRR-09.01 New emissions KPIs to be developed and agreed as part of the annual emissions reporting process		<div><div>80%</div></div>	30-Nov-2023	Why is the action red, amber or green? This action has been delayed but progress has now been made with a new Climate Emergency Working Group established.

				<p>What are you doing to maintain or improve the situation? The Climate Emergency Working group is due to meet in January with outcomes expected soon after.</p>
SRR-09.04 Climate Emergency Action Plan agreed		<div><div>50%</div></div>	31-Mar-2024	<p>Why is the action red, amber or green? This action is on target for completion by the end of Q4.</p> <p>What are you doing to maintain or improve the situation? A draft action plan is expected as an outcome of the Climate Emergency Working Groups meeting in January.</p>
SRR-09.05 Review of Council Fleet to take place to ascertain the viability of procuring Electric Vehicles and charging stations.		<div><div>0%</div></div>	30-Jun-2024	<p>Why is the action red, amber or green? This action is planned but not yet underway. It is expected to commence 1st April 2024.</p> <p>What are you doing to maintain or improve the situation? Once underway it is expected that the review will be completed by the end of June 2024.</p>
SRR-09.06 Energy Efficiency of the Council's buildings assessed and programme of works agreed (Heat De-carbonisation Plans) to achieve carbon neutral targets where possible		<div><div>10%</div></div>	31-Jan-2024	<p>We are currently awaiting prices to be returned from 2 consultants to carry out site surveys for the production of individual site Heat De-carbonisation Plans.</p> <p>Prices are due back Friday 3rd November with a commencement date for site surveys of Monday 4th December and delivery of HDP's by end of January 2024.</p> <p>HDP's will highlight works / upgrades etc to de-carbonise the building including information required from district network operator (to assess available grid capacity for each site).</p> <p>Consultants will also provide a budget cost for the next stage of the process, to produce technical details and schedule of works to de-carbonise the site.</p> <p>There is likely to be a Low Carbon Skills Fund grant fund available in March / April 2024 as a pre-cursor to the next round of PSDS in Autumn 2024.</p> <p>The intention is to bid into LSCSF to provide funding for the production of technical designs / schedule of works required to obtain firm cost proposals that satisfy the PSDS criteria.</p> <p>If LCSF funding is not forthcoming, we would prioritise which</p>

				sites to take forward for technical designs based on available budget.
SRR-09.09 Energy Review of leisure sites completed by APSE and options presented to Executive			31-Dec-2023	<p>Why is the action red, amber or green? This action has now been completed.</p> <p>What are you doing to maintain or improve the situation? All follow on actions are now part of the Indoor Leisure Review.</p>

Latest Note

Quarter 3 Risk Review - Risk Score Reduced from 20 to 15:
Risk owner felt that the likelihood of meeting the Councils Carbon targets had increased (decreasing the risk). This was due to frequent meetings of the Climate Emergency Working and Officer groups who are progressing related actions and making good headway.

SRR-10 Safeguarding of residents

Risk Owner(s): Director of Resources / Head of Policy & Commissioning


The Council needs to ensure that all employees are aware of the organisation's responsibilities in relation to safeguarding children and vulnerable adults. Life in Pendle survey highlighted residents' perception of concerns around safeguarding incidents witnessed in their communities. Safeguarding cases highlighted in the media following police investigations.

Original Risk Score	Current Risk Score	Expected Risk Score
9	9	4

Causes	Consequences	Internal Controls
Lack of Training & Awareness Lack of resource and capacity increasing errors. Increasing inequalities in communities increasing pressure on front door services	Safeguarding breach. Moral and ethical considerations. Reputational damage.	<ul style="list-style-type: none"> • Safeguarding policy review (Next scheduled June 2025) • Training review • Member training • Statutory training for Taxi drivers • Partnership work with LCC, NHS & Police

Current Mitigations

All Staff undertook cascaded Safeguarding Training (basic awareness) in September 2022.
Identified front-line staff undertook Safeguarding Level 2 Training in November 2022 (face-to-face).
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.

Linked Actions				
SRR-10.01 Safeguarding policies revised and updated		<div><div>100%</div></div>	30-Sep-2025	<p>Why is the action red, amber or green? Action completed</p> <p>What are you doing to maintain or improve the situation? Next review scheduled June 2025.</p>

Latest Note

SRR-11 Public Health and Wellbeing

Risk Owner(s): Director of Place

Poor public health outcomes for the people of Pendle Borough Council

- . poor health, etc
- . High number of terraced housing in certain parts of the borough
- . High levels of Deprivation
- . DFG programme – backlog and underspending

Original Risk Score	Current Risk Score	Expected Risk Score
16	12	9

Causes	Consequences	Internal Controls
Cramped housing can be the cause of health issues. Low levels of street cleanliness. Wage levels lower than the national average. High unemployment levels in the economically active age group.	Higher levels of infant mortality. 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).	<ul style="list-style-type: none"> • HAF • Regeneration Steering Group • Nelson Town Deal Board • Homeless Support • Integrated Care Board

Current Mitigations

Ensure the key programmes that we deliver have health dimensions and are delivered in line with agreed project milestones , i.e. UKSPF, LUF, Nelson Town Deal, £20m Long Term Towns Fund for Nelson.


Health and Wellbeing Plan / Programme produced (Localities & Policy Team).


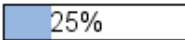
Increase Pride in Place identified in the latest Life in Pendle survey.

Cost of living interventions in place.

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.

Linked Actions				
SRR-11.01 Operational Services will be conducting some amnesty and education events during Sept-Oct. The events will raise awareness of the services delivered by the Council and provide residents with an immediate one-off means of clearing		<div><div>100%</div></div>	31-Oct-2023	<p>Why is the action red, amber or green? This action has now been completed by operational Services.</p> <p>What are you doing to maintain or improve the situation?</p>

unwanted items.				The outcomes of this action have yet to be realised. PI's will need to be monitored to assess and significant change.
SRR-11.05 Investment Plan for Long Term Towns Fund for Nelson developed			31-Aug-2024	<p>Why is the action red, amber or green? This action is green and is expected to progress in Q4.</p> <p>What are you doing to maintain or improve the situation? Meetings with Representatives of DLUK is expected on the 12 December 2023. Progress is expected soon after.</p>

Latest Note

Progress is good with all actions on track for delivery as planned. Further action included in relation to the £20m Long Term Towns Fund for Nelson relating to the development of an investment plan once the criteria / guidance has been received. Further actions will follow in respect of this.

SRR-12 Local Workforce Skills development

Risk Owner(s): Director of Place / Head of Economic Growth

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

Original Risk Score	Current Risk Score	Expected Risk Score
16	6	9

Causes	Consequences	Internal Controls
<p>Deprivation in the local area (unemployment). Pendle has one of the lowest average Attainment 8 scores in Lancashire.</p> <p>Lack of local employment and regeneration and economic growth in the area.</p> <p>Almost 3 in 10 jobs in Pendle are in the manufacturing sector, which is significantly higher than the national figure of 8%.</p> <p>There are fewer professional jobs in Pendle (4%) when compared with the national average (9%).</p>	<p>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)</p> <p>Skill shortage.</p> <p>Loss of local economic growth.</p>	<ul style="list-style-type: none"> • YES Hub delivering value to communities - Review March 2026 • Pendle Vision Board - Representing and coordinating local business. • Connect - Upskilling and providing value to the local community. • East Lancs Chamber of Commerce - Delivering advice to businesses & upskilling locals.

Current Mitigations

Kickstart programme undertaken which provided real life work placements for long term unemployed people.


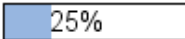
PBC continue to pursue apprenticeships to upskill our staff, e.g. from labourers to Cat C drivers.


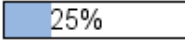
Youth Employment Support (YES) Hub in operation in Nelson run by Active Lancashire.

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 2022/23 is almost fully utilised with a full programme of spend identified for 2023/24.

Linked Actions				
SRR-12.01 Work with NCC to create an "IT Hub" accessible to the local community			31-Mar-2024	<p>Why is the action red, amber or green? Work is ongoing with all partners and is expected to complete on time.</p> <p>What are you doing to maintain or improve the situation? Meetings with N&CC and local stakeholders are ongoing to effectively manage workflow. Latest meeting was held on 24/11/2023 with the next meeting to be held in the new year.</p>

SRR-12.03 A review of the Economic Growth Strategy is ongoing which will inform future directions of travel.			31-Dec-2023	<p>Why is the action red, amber or green? Action is on target to deliver this financial year.</p> <p>What are you doing to maintain or improve the situation? Work is ongoing with a draft review document expected by late December and begin work towards finalisation in the new year (2024).</p>
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Latest Note



Quarter 3 Risk Review - Current Risk Score Reduced from 12 to 6:
The risk owner felt that both the likelihood and impact of this risk has been reduced. This is due to a number of mature controls and both completed and ongoing work that has significantly reduced the likelihood.

SRR-13 Leisure Review

Risk Owner(s):		
Original Risk Score	Current Risk Score	Expected Risk Score

Causes	Consequences	Internal Controls
		<ul style="list-style-type: none"> Audit of PLT Client arrangements Quarterly Leisure Client Meetings

Current Mitigations

Linked Actions				
SRR-13.01 Leisure Review completed and reported to Executive with next steps agreed.		<div><div>100%</div></div>	31-Jul-2023	<p>Why is the action red, amber or green? An update and recommendations of the Leisure Review undertaken by KKP in 2022 was reported to Executive in July 2023. So this has been achieved.</p> <p>What are you doing to maintain or improve the situation? As a result of the Executive meeting in July 2023, further studies have been commissioned and this has been discussed at O&S Committee on 11.10.23, with recommendations made to Executive.</p>
SRR-13.02 Leisure Review undertaken by Overview & Scrutiny and feedback provided to Executive		<div><div>0%</div></div>	31-Mar-2024	

Latest Note

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