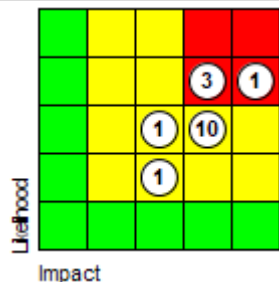


Strategic Risk Register Update – Quarter 1, 2024/25

Strategic Risk Register Heat Map



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-02a	Organisation's Internal Capacity to Deliver (Go Plant Insolvency)	12	12	TBC
SRR-02b	Organisation's Internal Capacity to Deliver (Local Waste Transfer Station Closures)	8	12	TBC
SRR-03	Effective ICT Systems and Cyber Security and Information Governance	9	12	8
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	12	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	20	16
SRR-10	Safeguarding of residents	9	9	4

Risk Code	Corporate Risk Theme	Inherent Risk Score	Original Risk Score	Expected Risk Score
SRR-11	Public Health and Wellbeing	16	12	9
SRR-12	Local Workforce Skills development	16	6	9
SRR-13	Leisure Review	9	12	6
SRR-14	Joint Venture Companies	20	16	TBC

SRR - 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• Capital Appraisal documents completed for all new capital schemes
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. Member Budget Working Group in place and 'stood-up' when required Alignment of PLTs and PBCs MTFPs		

Linked Actions				
SRR-01.03 Member Budget Working Group		<div><div>100%</div></div>	31-Mar-2024	<p>Why is the action red, amber or green? Budget Working Group has been set up with regular meetings scheduled.</p> <p>What are you doing to maintain or improve the situation? A three year financial forecast that will require the use of reserves has been presented to Executive. Options for savings that would result in the balancing of the budget and MTFP have been identified and presented for the executive to approve.</p>
SRR-01.05 Ongoing: Enhanced and embedded Budget Review Process with CMT and Budget Holders		<div><div>95%</div></div>	31-Mar-2024	<p>Why is the action red, amber or green? This action is underway and nearing completion.</p> <p>What are you doing to maintain or improve the situation? New process are in place and have been rolled out to HoS. Audit have requested that budgets be agreed by the HoF following their submission. Once this has been completed this action will complete.</p>
SRR-01.06 Development of Capital Appraisal documents completed for all new capital schemes		<div><div>100%</div></div>	30-Sep-2023	<p>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</p> <p>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.</p>
SRR-01.07 Liaise with PLT to review the overall financial position of PLT resulting in a 3yr MTFP to sit alongside PBC MTFP		<div><div>100%</div></div>	31-Oct-2023	<p>Why is the action red, amber or green? This action has been completed on time.</p> <p>What are you doing to maintain or improve the situation? PLT has produced a MTFP document that has been produced in January 2024. This has been presented to the budget working group and will continue to be developed along side PBC's MTFP.</p>

Latest Note

This risk score has not changed since the last assessment.

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. High % 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>100%</div></div>	31-Mar-2024	Appointment made and new S151 due to start 24th June 2024, with hand over with current Interim S151 for the following 3wks.

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>
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Latest Note

Risk score has not changed as there a number of vacant posts across the Council. Work is ongoing to fill these gaps.

Risk appetite: 3/2




SRR-02a Organisation's Internal Capacity to Deliver (Go Plant Insolvency)

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

There is a significant short-term risk to Operational Services ability to sustain waste collection services. This is due to the insolvency of Go Plant (the councils fleet supplier).

Original Risk Score	Current Risk Score	Expected Risk Score
12	12	TBC

Causes	Consequences	Internal Controls
Current Mitigations		

Linked Actions				
SRR-02a.01 Work with GPFS administrators to retain or replace fleet		<div><div>100%</div></div>	30-Jun-2024	<p>Why is the action red, amber or green? Worked with administrator, Go Plant Fleet Services, PEAC financier and companies that expressed an interest in novating Go Plants agreement with Pendle to a new supplier. Agreement managed to be put in place prior to Go Plant Fleet Services entering administration on Friday 3rd May. Report to be presented to the Council's Executive on Thursday 30th May</p> <p>What are you doing to maintain or improve the situation? Agreement in place until November 2026. We have established links with third parties in case there are any similar issues in the future.</p>
SRR-02a.02 Investigate possibility of third party providers stepping in to deliver maintenance and vehicles		<div><div>100%</div></div>	30-Jun-2024	A separate provider has taken over, from 3rd of May 2024, the day GoPlant entered administration. Services were unaffected.
SRR-02a.03 Explore the possibility of financially viable of novating the GPFS agreement to a third party provider		<div><div>100%</div></div>	30-Jun-2024	

Latest Note

Work has been undertaken with the administrator, Go Plant Fleet Services, PEAC financier and


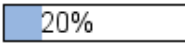

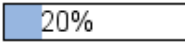
Agreement in place until November 2026. We have established links with third parties in case there are any similar issues in the future.


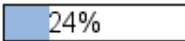




SRR-02b Organisation's Internal Capacity to Deliver (Local Waste Transfer Station Closures)


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

Original Risk Score	Current Risk Score	Expected Risk Score
8	12	TBC

Causes	Consequences	Internal Controls
Current Mitigations		

Linked Actions				
CP24 1.01 Financial Resilience			28-Feb-2025	<p>Why is the action red, amber or green? This priority is green and expected to complete on time.</p> <p>What are you doing to maintain or improve the situation? New budget monitoring measures with a new timetable have been agreed and shared with HoS. Quarterly recharging mechanisms have replaced the old annual year end processes and giving more accurate and up to date budget information through the year.</p> <p>This is to enable a new "front facing" budget where Services can "request" funds instead of being allocated budgets at the start of the year.</p>
CP24 1.01a Continue to deliver a balanced three-year medium-term forecast whilst delivering effective services and identify required savings as part of service improvements			28-Feb-2025	<p>Why is the action red, amber or green? This priority is green and expected to complete on time.</p> <p>What are you doing to maintain or improve the situation? New budget monitoring measures with a new timetable have been agreed and shared with HoS. Quarterly recharging mechanisms have replaced the old annual year end processes and giving more accurate and up to date budget information through the year.</p>

				This is to enable a new "front facing" budget where Services can "request" funds instead of being allocated budgets at the start of the year.
CP24 1.10 Waste and Recycling			31-Mar-2025	<p>Why is the action red, amber or green? Progress has been made with one sub-action already being completed. This priority is expected to complete on time.</p> <p>What are you doing to maintain or improve the situation? A report was presented to the Council's Executive 30th May 2024. The report set out the tight timeline for the introduction of weekly food waste collections for domestic premises and sought Executives approval to work towards introduction of the new scheme by April 2026. Executive approved recommendations</p> <p>A draft Invitation to tender and specification for the waste transfer station has been written and shared with Burnley officers and PBC procurement lead. Ongoing discussion regarding direct award being held. Value of contract may allow direct award. Burnley offering to act as lead on direct award if approved.</p> <p>Vehicle specifications for weekly food waste collections have been identified. Meeting with manufacturers week commencing 8th July 2024 to discuss production slots and delivery dates. Tendering delayed due to general election and potential of policy changes being introduced by a new government.</p> <p>Discussion ongoing with LCC waste services lead officers to secure funding for weekly food waste collections. LCC officers report they would need Member support to approve funding to support District Council through the development period of our own waste transfer station</p>
SRR-02b.01 Explore the impacts of tipping at alternative Waste Transfer Station			30-Jun-2024	<p>Why is the action red, amber or green? Report presented to Council Executive 30th May 2024. Report set out financial implications of using alternative waste transfer stations.</p>
SRR-02b.02 Explore the viability of maintaining a local Waste Transfer Station			30-Jun-2024	<p>Why is the action red, amber or green? Reported presented to Council's Executive committee 30th May 2024. Report set out financial implications of developing a</p>

				waste transfer station against known alternatives.
SRR-02b.03 Continue to pursue the extension of existing SUEZ and LCC contracts		<div><div>10%</div></div>	31-Dec-2024	Work is ongoing with conversations between LCC taking place with little progress so far.

Latest Note				
Risk score increased to 4:3 due to projected timeframe of opening the new (expanded) site. A LCC estimate would be 27 months and this would exceed the April 2026 deadline.				
Appetite: 4:1.				

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	8

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.


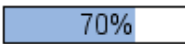

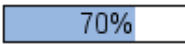
Cyber and Information Security Training platform in use with regular reports on compliance reported to the Council's CGSG.

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>100%</div></div>	30-Sep-2023	The Information Security Handbook has now been agreed and circulated to staff in November 2023. There is consideration being given to including elements such as staff having read and understood this in the annual Managers Assurance Statements used to assess and review our governance arrangements.

				Further communication to be issued in April to remind officers that this handbook is available and needs to be read and adhered to by all staff.
SRR-03.02 IT Strategy 2023 onwards under development		<div><div>100%</div></div>	30-Sep-2023	The IT Strategy is currently under development and the aim is to link this into the new Customer Access Strategy, with consideration being given to also include the Council's Digital Strategy in here given this is as a key part of the Council's vision for the customer journey going forward. A draft of the IT Strategy has been received by the Council and feedback is yet to be provided. Further work with individual services will also be required to further develop this going forward.
SRR-03.03 Information Asset Register (IAR) and Record of Processing Activity (ROPA) to be reviewed and updated		<div><div>40%</div></div>	30-Sep-2023	<p>Why is the action red, amber or green? This action has now been resourced with the aim to complete by 31st August 2024.</p> <p>What are you doing to maintain or improve the situation? Information Governance Audit report returned with limited assurance, we are now seeking assistance from Liberata and MIAA.</p>
SRR-03.04 Annual plan to be devised for BCP and IT Disaster Recovery Plan testing		<div><div>60%</div></div>	30-Sep-2023	<p>Why is the action red, amber or green? This action is underway with PBC taking part in the CAF (Cyber Assessment Framework) pilot.</p> <p>What are you doing to maintain or improve the situation? Work is ongoing with Liberata IT and PBC officers developing the Council's submission. The due date for the CAF pilot is December 2024.</p>
SRR-03.05 Digital journey to be reviewed by the Digital Customer Journey Lead		<div><div>100%</div></div>	31-Mar-2024	<p>Why is the action red, amber or green? This action has been completed on schedule.</p> <p>What are you doing to maintain or improve the situation? The new customer contact strategy is now being developed and will need approval from the executive prior to implementation.</p> <p>Once approved a plan for implementation will need developing.</p>
SRR-03.06 Project to replace the Council's end of life and out of support network switches delivered		<div><div>100%</div></div>	31-Jan-2024	<p>Why is the action red, amber or green? This action has been completed.</p> <p>What are you doing to maintain or improve the situation?</p>

				All end of life network switches have been replaced.
SRR-03.07 Development of a SharePoint adoption plan			31-Jul-2024	<p>Why is the action red, amber or green? This action has been resourced and is now awaiting final approval.</p> <p>What are you doing to maintain or improve the situation? A SharePoint adoption plan has been created and needs to be approved by the IT Programme Board. Following its approval a M365 Steering Group will be formed to drive forward adoption across the Council.</p> <p>An initial proposal has already been received from the Communications department. This proposal is to use SharePoint, Power Automate and Lists to semi-automate the FOI process.</p>
SRR-03.08 Take part in the Cyber Assessment Framework pilot (CAF)			31-Dec-2024	<p>Why is the action red, amber or green? This action has been resourced and is underway.</p> <p>What are you doing to maintain or improve the situation? Work with Liberata IT is ongoing and expected to be completed on time.</p>

Latest Note

Risk score remains unchanged at this time. Audit reports have identified areas for improvement. Once these are actioned it is likely that the score can be reduced.

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.
Public Consultations are being undertaken and outcomes reported to Executive as required.

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>85%</div></div>	31-Dec-2024	Why is the action red, amber or green? This Action is green with good progress being made.

				<p>What are you doing to maintain or improve the situation? Officer working group has been updated on all progress and this is planned to be reported to Executive in September 2024.</p> <p>This is subject to no new policies from the new Government effecting the process.</p>
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Latest Note				
<p>This Risk score has not shifted, however there are numerous unknowns in relation to future national policy.</p> <p>This is presently within the Councils Risk appetite.</p>				

SRR-05 Effective Contract Performance Management - Liberata UK

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


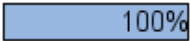




The Council's ability to ensure value for money is delivered from the Council's key high value contract with Liberata UK Ltd.
There is a risk that the Council's performance management framework is ineffective and doesn't provide the right information to inform effective and timely decision-making.


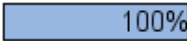
Original Risk Score	Current Risk Score	Expected Risk Score
16	12	6

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 undertaken and completed during 2023/24.
Joint Partnership Board meetings held during 2023/24 to review progress on the service reviews and the revised Performance Framework.

Linked Actions				
SRR-05.01 Liberata Contract Review completed			30-Sep-2023	<p>Why is the action red, amber or green? 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? 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			01-Feb-2024	This has now been completed with both parties in receipt of the fully signed CCN and associated appendices.
SRR-05.03 Liberata Performance Management Framework agreed			01-Apr-2024	<p>Why is the action red, amber or green? This was delayed due to protracted negotiations over some measures of performance, in particular Customer Services KPIs/PIs.</p>

				<p>What are you doing to maintain or improve the situation? The Liberata Performance Management Framework was presented and agreed at the Joint Partnership Board held on 7th March 2024. There was still some work required to agree some outstanding Pls, specifically in relation to Customer Services. All have now been agreed except for one (TS 1 – % of telephone customers greeted within 40secs). It has been agreed to put reporting against this KPI on hold until further negotiations and discussions with regards innovation and customer journey are completed and a way forward agreed. This is expected to complete mid-May 2024 and an agreement on how to proceed with TS 1. In light of this both parties have agreed that the framework is now agreed and in place for 2024/25.</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 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>

Latest Note

Risk remains unchanged in Q1 2024/25.

Risk appetite is 4/2.

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	12	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.	<ul style="list-style-type: none"> • 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				
SRR-06.04 Recruit Economic Development Officer and Climate Change officer		<div><div>50%</div></div>	31-Dec-2024	<p>Why is the action red, amber or green? This Action is green with work ongoing.</p> <p>What are you doing to maintain or improve the situation? Both posts are still outstanding.</p>

				<p>Revisions are being made to the Economic Development Officers JD.</p> <p>The Climate Officer Post has now been advertised with an uplift in Salary.</p>
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Latest Note

The level of risk has stayed the same since Q4 2023/24.

Once vacant posts are filled a reduction in the likelihood is expected.

Risk appetite: 4 Major / 2 Unlikely.

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		<div><div>100%</div></div>	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		<div><div>100%</div></div>	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? This action has been completed.</p> <p>What are you doing to maintain or improve the situation? Feedback has been received and now follow on actions will need to be developed as appropriate.</p>

Latest Note	
No change to risk score as the shared administration is still in place and there have been no significant changes.	
A Value for Money Audit is now underway. Its actions will be reviewed and implemented upon receipt in September 2024	

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


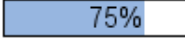
Annual schedule developed and agreed to test, review and update BCP, DR and EP policies and processes. DR test ran with LCC in November 2023 and a further test scheduled for October 2024.

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	This has been raised to the relevant Directors for a decision.

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.


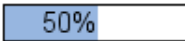

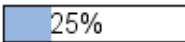

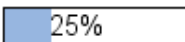


Original Risk Score	Current Risk Score	Expected Risk Score
20	20	16

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>100%</div></div>	30-Nov-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?</p>

				New PI's have been developed and introduced to capture reductions in the Councils emissions.
SRR-09.04 Climate Emergency Action Plan agreed			31-Mar-2025	<p>Why is the action red, amber or green? This action has been delayed due to a vacant post.</p> <p>What are you doing to maintain or improve the situation? Once appointed further forward movement is expected.</p>
SRR-09.05 Review of Council Fleet to take place to ascertain the viability of procuring Electric Vehicles and charging stations.			31-Mar-2025	<p>Why is the action red, amber or green? This action is green, with a report due imminently.</p> <p>What are you doing to maintain or improve the situation? Energy Saving trust has conducted a green fleet review of the Councils existing fleet. This report is due imminently and once in hand can be reviewed and actions developed as appropriate.</p>
SRR-09.06 Energy Efficiency of the Council's buildings assessed and programme of works agreed (Heat Decarbonisation Plans) to achieve carbon neutral targets where possible			31-Mar-2025	<p>Why is the action red, amber or green? This action is green and good progress has been made.</p> <p>What are you doing to maintain or improve the situation? Bid to the Public Sector decarbonisation fund is due to be submitted by the end of the calendar year. If successful this will provide additional resources to reduce carbon emissions from the three leisure centres (PLT).</p>
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

The likelihood of not achieving the Councils 2030 Carbon neutral targets has increased to 4 (Likely).

This is due to concerns around delivery resources.

Risk appetite: 4/3 work ongoing to meet this target.

SRR-10 Safeguarding of residents**Risk Owner(s):** Director of Resources / Head of Policy & Commissioning


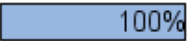
The Council needs to ensure that all employees are aware of the organisation's responsibilities in relation to safeguarding children and vulnerable adults. Life in Pendle survey highlighted residents' perception of concerns around safeguarding incidents witnessed in their communities. Safeguarding cases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



This risk score has not changed in Q1 2024/25.
Risk is in line with Council appetite.


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 unwanted items.			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? The outcomes of this action have yet to be realised. PI's will need to be monitored to assess and significant change.</p>

SRR-11.05 Investment Plan for Long Term Towns Fund for Nelson developed		<div><div></div><div>25%</div></div>	31-Aug-2024	<p>Why is the action red, amber or green? This action is green but may be delayed.</p> <p>What are you doing to maintain or improve the situation? Original plan was due to be submitted at the start of August 2024. Due to the change in government this has been delayed with no new submission date being provided.</p>
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Latest Note
<p>The risk score has not changed for this Quarter.</p> <p>Appetite: 2/2.</p>

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 202/23 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		<div><div>90%</div></div>	31-Jul-2024	<p>Why is the action red, amber or green? This action is at 90% with final completion expected in early 2024/25.</p> <p>What are you doing to maintain or improve the situation? Talks are still ongoing with N&CC, Liberata and PBC working to facilitate the final steps.</p>
SRR-12.03 A review of the Economic Growth Strategy is ongoing which will inform future directions of travel.		<div><div>100%</div></div>	31-Jul-2024	<p>Why is the action red, amber or green? This action has been completed.</p>

				What are you doing to maintain or improve the situation? A scoping document has been drafted to appoint consultants to deliver the economic growth strategy.
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Latest Note				
This risk remains unchanged since the last assessment.				
This risk is in line with the Councils Risk appetite.				

SRR-13 Leisure Review		
Risk Owner(s):	Director of Place	
Original Risk Score	Current Risk Score	Expected Risk Score
9	12	6

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>100%</div></div>	31-Mar-2024	<p>Why is the action red, amber or green? This action has been completed.</p> <p>What are you doing to maintain or improve the situation? The report was finalised and taken to executive in December. This generated two additional actions to find funding streams and to conduct a public survey.</p> <p>Potential funding streams have been explored with a report submitted in February 2024.</p>

				A public survey has also been conducted with over 2000 responses collected. These are now being reviewed. A report is due to be taken to executive in June 2024.
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Latest Note				
This risk has been initially scored at 4/3. Work is ongoing to produce a management options report looking at bringing PLT services in house and reducing costs.				

SRR-14 Joint Venture Companies

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


Original Risk Score	Current Risk Score	Expected Risk Score
20	16	TBC

Causes	Consequences	Internal Controls
The new governance and decision-making processes are not fully understood by members. As a result, there have been inconsistencies of members of the executive speaking against decisions made by the executive at full council meetings.	The council needs to ensure that its governance structure, decision making systems and member and officer behaviour all support the successful implementation of the change from a committee system to a leader executive at full Council meeting.	<ul style="list-style-type: none"> • A programme of member training. • Suitably qualified facilitators identified through the LGA to work with members and shape an ongoing mandatory development programme. • The governance structure and decision-making systems, along with roles and responsibilities required for an effective executive leader model will be reviewed and implemented. • Legacy arrangements from old committee system to be removed.

Current Mitigations

These will be fully implemented over the summer and autumn of 2024:

- A programme of member training.
- Suitably qualified facilitators identified through the LGA to work with members and shape an ongoing mandatory development programme.
- The governance structure and decision-making systems, along with roles and responsibilities required for an effective executive leader model will be reviewed and implemented.
- Legacy arrangements from old committee system to be removed.

Linked Actions				
SRR-14.01 Commission external legal advisor to review the governance arrangements		<input type="text" value="0%"/>	30-Sep-2024	

Latest Note

Clarity about the relationships and responsibilities in relation to the governance and management of the Councils Joint venture companies is needed and essential.

There is significant potential financial and reputational risks to the Council if the companies should fail.