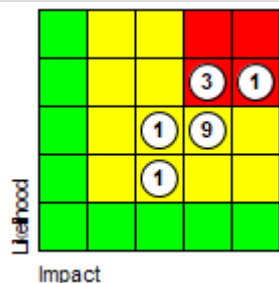


Strategic Risk Register Heat Map



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	12
SRR-02	Organisation's Internal Capacity to Deliver	16	12	6
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	16	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
SRR-11	Public Health and Wellbeing	16	12	9

Risk Code	Corporate Risk Theme	Inherent Risk Score	Original Risk Score	Expected Risk Score
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	12
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. Continuous improvement 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 February 2024 Member Budget Working Group in place Alignment of PLTs and PBCs MTFPs Training for Financial Managers and Members		

Linked Actions				
SRR-01.08 Early Budget Working Group - Q2		<div><div>100%</div></div>	30-Sep-2024	<p>Why is the action red, amber or green? This action has completed.</p> <p>What are you doing to maintain or improve the situation? The first Budget Working Group was held on 3rd October 2024 and the next scheduled for w/c 28/10/2024.</p>
SRR-01.10 Review of capital financing requirement and capital programme		<div><div>50%</div></div>	30-Sep-2024	<p>Why is the action red, amber or green? This action continues to progress.</p> <p>What are you doing to maintain or improve the situation? Capital programme was agreed at the Feb 2024 council meeting and monitoring is ongoing. Capital financing requirement is reviewed with treasury consultants once draft statements of accounts is produced.</p>
SRR-01.11 Review of JVs.		<div><div>20%</div></div>	30-Sep-2024	<p>Why is the action red, amber or green? The report has been commissioned with the first draft having been due by the end of September 2024. The report has been delayed and is now expected by the end of October.</p> <p>What are you doing to maintain or improve the situation? The findings and any proposed actions will be reported to Council in due course.</p>

Latest Note
<p>This risk score has not changed since the last assessment and remains high.</p> <p>There are a number of external and internal factors impacting this risk. There is uncertainty around the national budget due to be released on 30/10/2024.</p> <p>Risk appetite: Impact: 4 - Major Likelihood: 2 - Unlikely</p>

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	12	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 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. Regular training delivered to managers.
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.
Permanent S151 Officer now in post.

Linked Actions

SRR-02.03 Review the IT Strategy



0%

31-Mar-2025

Latest Note

Permanent S.151 officer is now in post providing stability to the Council.

There are still vacancies in key services areas, HoS are working to fill these.

Risk has been reduced to 4:3.

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
The County Council's agreement with SUEZ will be ending on the 31st March 2025 as at the time of adding the risk. This closure will have significant cost implications for PBC and neighbouring authorities who would be forced to make much longer trips to the next closest Waste Transfer Stations.	<ol style="list-style-type: none"> 1. Investigate development of a Waste facility of our own (this may impact on insurance options available to the Council) 2. Transfer waste to Whinney Hill until April 26 then transfer to Leyland thereafter. 3. The final option is to enter into agreement with SUEZ ourselves. 	

Current Mitigations

LCC have now extended the agreement through to 31st March 2026.

Linked Actions				
CP24 1.10 Waste and Recycling		<div><div>72%</div></div>	31-Mar-2025	LCC have confirmed the agreement with SUEZ will be extended for the local transfer facilities through to April 2026. Approximately £600,00 worth of support provided by the decision. The extension creates a reduction on transport costs in the region of £250,000. Further extensions could be negotiated if needed at shared cost. LCC will make arrangements for the transporting of collected waste and materials including food waste from PBC facilities once opened. 27th September meeting LCC/ PBC and BBC
SRR-02b.03 Continue to pursue the extension of existing SUEZ and LCC contracts		<div><div>100%</div></div>	31-Dec-2024	Advised by LCC Chief Executive in writing that LCC would extend the agreement with SUEZ for Pendle Transfer station through to April 2026.

Latest Note

Extension of existing site has now been confirmed by LCC until 2026.

PBC, with Burnley Council, are continuing to pursue joint delivery of a new Waste Transfer Site. There are a number of steps to overcome before any new site will become operational (planning, permitting, Highways, Land Sale). This is achievable but will be a challenge given the 2026 deadline and given the number of externally controlled factors.

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 where the IT Risk Register is reviewed • Quarterly Corporate Governance Steering Group meetings • DPO Record of Disclosure

Current Mitigations

IT & Digital Strategies in place.

Cyber Treatment Plan fully delivered, with quarterly reviews undertaken between IT, PBC and Local Digital Team.


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


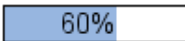

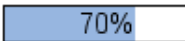

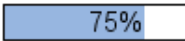


Cyber and Information Security Training platform in use with regular reports on compliance reported to the Council's CGSG.

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.

Cyber Essentials accreditation achieved in September 2024.

Linked Actions				
SRR-03.03 Information Asset Register (IAR) and Record of Processing Activity (ROPA) to be reviewed and updated		<div><div>45%</div></div>	31-Mar-2025	<p>Why is the action red, amber or green? This action is green and on target.</p> <p>What are you doing to maintain or improve the situation?</p>

				<p>MIAA has been commissioned to deliver on the actions identified in their Audit Report.</p> <p>Initial progress has been slow but an initial review has now been carried out by MIAA and PBC officers can now respond. Progress is expected in Q3.</p>
SRR-03.04 Annual plan to be devised for BCP and IT Disaster Recovery Plan testing			31-Dec-2024	<p>Why is the action red, amber or green? Target is to deliver exercise in Nov 2024. IT feel confident that it can be delivered.</p> <p>What are you doing to maintain or improve the situation? Draft has been circulated and will continue to be developed with IT and other stakeholders in advance of the BC/EP test in November.</p>
SRR-03.07 Development of a SharePoint adoption plan			31-Jul-2024	<p>This action has been put on hold (cancelled) and will now be incorporated into the creation of a new IT strategy following a Digital Review by the LGA.</p> <p>The planning for this is currently underway.</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 is green and expected to complete on time.</p> <p>What are you doing to maintain or improve the situation? PBC and IT have responded to all queries and are awaiting replies from the NCSC. Response are expected in January 2025.</p>
SRR-03.09 Undertake Cyber Essentials Plus			31-Jan-2025	<p>Cyber Essentials certification achieved in September 2024. This is a Government backed scheme that will help us to protect the Council against a whole range of the most common cyber attacks.</p> <p>Cyber Essentials Plus involves an additional technical audit of in-scope systems, which includes a series of on-site vulnerability scans, tests of in-scope systems and an off-site vulnerability scan conducted by the verification body. Preparations are in full swing for the audit which is scheduled for mid-November 2024.</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	16	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-04.05 Report final version of the plan to the Executive		<div><div>100%</div></div>	31-Dec-2024	Plan agreed at Council.
SRR-04.06 Viability assessment of the new Local Plan		<div><div>100%</div></div>	30-Sep-2024	Received and agreed.

Latest Note

Risk score increased to 4:4. This is despite the Local Plan being agreed by the Council and due to a number of factors that are now outside of the control of PBC.

The Local plan will now proceed to EIP (examination in public) where the planning inspector can refuse to approve the plan. Due to the recent change in government and their expected changes to planning regulations / requirements (focusing on building more houses) it is unlikely that the present plan will be approved.

It is therefore likely that the delivery of the local plan will be impacted.

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 Partnership Steering Group meetings• Regular contract meetings held between the Council's Director of Resources and Liberata's Local Government Regional Manager.• 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-05.05 Review of governance arrangements		<input type="text" value="0%"/>	31-Mar-2025	PBC is looking to neighbouring authorities for best practice with regards to governance arrangements.

Latest Note

No major changes. New KPI's and performance framework has been agreed and PBC is looking to neighbouring authorities for best practice with regards to governance arrangements.

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.	• 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 Climate Change officer		<div>100%</div>	31-Dec-2024	<p>Why is the action red, amber or green? This post has now been filled.</p> <p>What are you doing to maintain or improve the situation? Officer due to start on the 28/10/2024.</p>

SRR-06.05 Recruit a Principal Economic Development Officer		<div><div></div>10%</div>	31-Dec-2024	Vacancy is out to advert with a closing date of 31st October 2024.
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Latest Note
<p>No change to risk score this quarter.</p> <p>Existing programmes and projects will carry on. Future funding is relatively unknown but more information is expected following the release of the November 2024 budget.</p>

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. Insufficient attendance at training and support sessions.	Hindering delivery of key projects (such as, UKSPF, LUF, Town Deal)/ corporate priorities. (e.g. responding to the recommendations of the Leisure Review) Poor decision making could lead to the issuing of a S114 notice with consequences such as the subsequent closure of all leisure centres.	<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 2024 Elections now complete; Shared Administration now in place.




Constitution review undertaken annually.

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				
CP24 1.04 Governance		<div><div>37%</div></div>	31-Mar-2025	<p>Why is the action red, amber or green? This priority is still green and on target however delays are expected.</p> <p>What are you doing to maintain or improve the situation? The consultant who has been appointed has failed to meet the projected September 2024 deadline. We are hopeful that the new December 2024 deadlines will be met.</p>

CP24 1.04a Consider the actions from the Value for Money review by external audit		<div><div>50%</div></div>	31-Mar-2025	<p>Why is the action red, amber or green? This action is green with good progress being made.</p> <p>What are you doing to maintain or improve the situation? Report relating to Planning and Joint Ventures that was due in September 2024 has been delayed and will be delivered in October 2024. Once received we will review / implement the actions. PBC has engaged with the LGA to provide "top team" support. This is due to commence in October 2024.</p>
CP24 1.04b Review of constitution		<div><div>25%</div></div>	31-Mar-2025	<p>Why is the action red, amber or green? This priority is still green and on target.</p> <p>What are you doing to maintain or improve the situation? The consultant who has been appointed is now progressing the report that will feed in to the review. The outcome of this review is due to be reported to Council by the end of the financial year.</p>
SRR-07.06 Await / implement the results from the Value for Money Audit		<div><div>0%</div></div>	31-Dec-2024	

Latest Note

Report relating to Planning and Joint Ventures that was due in September 2024 has been delayed and will be delivered in October 2024. Once received we will review / implement the actions. PBC has engaged with the LGA to provide "top team" support. This is due to commence in October 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
<p>In the coming years and decades it is predicted that temperatures will rise, winter rainfall will increase whilst summer rainfall decreases and heat waves, droughts, storms and floods will become more frequent and more severe this will have a major impact on the people and landscapes, businesses of Lancashire.</p> <p>Climate change may lead to more outdoor air pollutants including particulate matter and ground level ozone. These pollutants can affect some vulnerable people resulting in higher demands for support being received.</p> <p>There remains a persistent risk of Pandemics and infectious diseases.</p>	<p>Impact on infrastructure (roads/ highways/ vulnerable people/ front door services).</p> <p>The Council will be faced with the challenges of providing essential and critical services during periods where we could be impacted by additional request for support or reduced staffing levels.</p> <p>Requests for assistance or support may be isolated such as flooding or alternatively our resources may be required to support a multi-agency response as we found during the coronavirus pandemic</p>	<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. (Recently being refreshed and will be with Chief Executives shortly)

Linked Actions				
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.		<div><div>75%</div></div>	31-Mar-2025	<p>Why is the action red, amber or green?</p> <p>This action is green and is being progressed. CMT had a discussion regarding EP arrangements with various items discussed. (WhatsApp groups, Senior management Rotas,</p>


				<p>wider group of officers to be involved)</p> <p>What are you doing to maintain or improve the situation? Continues to progress. Senior management have been offered Joint Emergency Service Interoperability Programme (JESIP) training to be held Nov 2024.</p>
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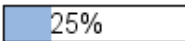
Latest Note

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:		
<ul style="list-style-type: none">- 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
<p>Lack of experience and skills to drive transformation.</p> <p>Funding and budget for transformation is not identified / available.</p> <p>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.</p>	<p>Financial penalty for not achieving targets</p> <p>Reputational Damage</p> <p>Long term impacts of climate change on local communities</p> <p>External scoring by Climate UK</p>	<ul style="list-style-type: none"> • Climate Emergency working group meetings • Monitoring of relevant PI's
Current Mitigations		
<p>Agile Working Policy results in a reduction in carbon emissions as workers commutes have been reduced.</p> <p>New energy contract secured for Leisure Centres.</p> <p>Use of HVO (Hydro-treated Vegetable Oil) in vehicle fleet.</p> <p>Internal annual carbon reduction targets in place.</p> <p>Annual Carbon Emissions Report produced.</p> <p>Energy review of leisure sites has been commissioned and will be undertaken by APSE.</p> <p>Climate Officer in post</p> <p>Up to date strategy and Action plan</p>		

Linked Actions				
SRR-09.04 Climate Emergency Action Plan agreed		<div>50%</div>	31-Mar-2025	Why is the action red, amber or green?

				<p>This action is green and still on target. It has been delayed due to a lack of resourcing but this post is now due to be filled.</p> <p>What are you doing to maintain or improve the situation? Climate Officer is due to come in to post on the 28th October 2024. Following their appointment they will drive the delivery of the Councils Climate Action Plan. The Council is seeking consultants to deliver the Climate strategy & action plan they are expected to be appointed in November 2024.</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>Fleet decarbonisation review was completed in June 2024. There seems little chance of the Council moving the fleet to electric due to limitations in the market place and infrastructure. Some opportunities did exist though, the mayor's car could be replaced with an electric car and some light commercial vans could be swapped out as well. The heavier fleet will continue to use HVO and we will need to ensure replacement units can run off HVO in the future.</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 November. If successful this will provide additional resources to reduce carbon emissions from the leisure centres (PLT).</p>

Latest Note

The risk remains high however a good amount of progress has been made in managing this risk.

A new Climate Officer will be in post as of 28/10/2024 and be able to drive the delivery of the Councils Carbon neutral targets.

Consultants will be appointed shortly who will develop a new action plan.

A bid for decarbonisation funding will be submitted shortly and if successful will provide funding that will directly impact the council's ability to reduce this risk.

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				

Latest Note

No major changes. Present internal controls sufficient.

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.
Pendle Partnership meetings

Linked Actions				
SRR-11.05 Investment Plan for Long Term Towns Fund for Nelson developed		<div><div>99%</div></div>	31-Aug-2024	Why is the action red, amber or green? This action is now red as it has been delayed due to the change in Government.

				What are you doing to maintain or improve the situation? Lobbying letters have been sent to Gov stating the case for continued investment. We are presently anticipating an announcement as part of the budget on the 30th of October 2024.
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Latest Note				
Risk remains unchanged this quarter. There has been progress made however further forward movement is dependent on announcements expected as part of the budget on the 30th of October 2024.				

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 now red but good progress has been made and it is likely to complete shortly.</p> <p>What are you doing to maintain or improve the situation? The work to deliver the "IT Hub" is in the final stages and work is ongoing with NCC and other stakeholders to get it off the ground. It is expected that this will be finished shortly and the Hub will be able to open.</p>

Latest Note




No change to risk score this quarter. The work to deliver the “IT Hub” is in the final stages and work is ongoing with NCC and other stakeholders to get it off the ground. It is expected that this will be finished shortly and the Hub will be able to open.


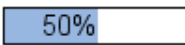

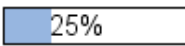
SRR-13 Leisure Review

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				
CP24 4.01 Indoor Leisure Review		<div><div>56%</div></div>	31-Mar-2025	<p>Why is the action red, amber or green? This action is green with progress being made.</p> <p>What are you doing to maintain or improve the situation? A report was received and presented to Executive in September 2024. This included a number of actions and the Executive will now meet with PLT board in mid-November to discuss the way forward for PLT.</p>
CP24 4.01a Review operational management of the leisure centres		<div><div>100%</div></div>	31-Dec-2024	<p>Why is the action red, amber or green? This action is green and has been completed on time.</p> <p>What are you doing to maintain or improve the situation? This review was included in the report delivered to executive in September 2024.</p>
CP24 4.01b Determine how existing leisure centres can become financially and environmentally sustainable		<div><div>50%</div></div>	31-Dec-2024	<p>Why is the action red, amber or green? This action is green with good progress being made. Discussions between the Executive and PLT board in November will determine if it can be achieved on time.</p> <p>What are you doing to maintain or improve the situation?</p>

				<p>The report delivered in September 2024 included a number of recommendations for improving financial sustainability and these will be discussed at a meeting between the Executive and PLT board in November.</p> <p>Environmental sustainability will be addressed through a bid to the Public Sector Decarbonisation fund, due to be submitted in November.</p>
CP24 4.01c Complete phase one of the refurbishment programme currently underway			31-Mar-2025	<p>Why is the action red, amber or green? This action is green with good progress being made.</p> <p>What are you doing to maintain or improve the situation? Refurbishment of the Gym facilities at Pendle Wavelengths has been completed on time and there is a clear plan of action to progress the Town Deal Funded Wavelengths extension.</p> <p>Colne leisure centre re-roofing works have been completed.</p>
CP24 4.01d Plan/implement energy saving schemes			31-Mar-2025	<p>Why is the action red, amber or green? This action is green and the Public Sector Decarbonisation bid will be submitted in November 2024.</p> <p>What are you doing to maintain or improve the situation? Following a successful bid we will be able to implement the planned schemes.</p>

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


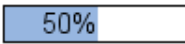

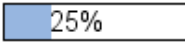


Causes	Consequences	Internal Controls
The new governance and decision making processes are not fully understood by members. As a result, there have been inconsistencies of members of the executive speaking against decisions made by the executive at full council meetings.	The council needs to ensure that 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				
CP24 1.04 Governance		<div><div>37%</div></div>	31-Mar-2025	<p>Why is the action red, amber or green? This priority is still green and on target however delays are expected.</p> <p>What are you doing to maintain or improve the situation? The consultant who has been appointed has failed to meet the projected September 2024 deadline. We are hopeful that the</p>

				new December 2024 deadlines will be met.
CP24 1.04a Consider the actions from the Value for Money review by external audit			31-Mar-2025	<p>Why is the action red, amber or green? This action is green with good progress being made.</p> <p>What are you doing to maintain or improve the situation? Report relating to Planning and Joint Ventures that was due in September 2024 has been delayed and will be delivered in October 2024. Once received we will review / implement the actions. PBC has engaged with the LGA to provide "top team" support. This is due to commence in October 2024.</p>
CP24 1.04b Review of constitution			31-Mar-2025	<p>Why is the action red, amber or green? This priority is still green and on target.</p> <p>What are you doing to maintain or improve the situation? The consultant who has been appointed is now progressing the report that will feed in to the review. The outcome of this review is due to be reported to Council by the end of the financial year.</p>
SRR-14.01 Commission external legal advisor to review the governance arrangements			30-Sep-2024	<p>Why is the action red, amber or green? An independent legal advisor has been commissioned to deliver the review on the governance arrangements, with the first draft report having been due by the end of September 2024. The report has been delayed and is now expected by the end of October.</p> <p>What are you doing to maintain or improve the situation? The findings and any proposed actions will be reported to Council in due course.</p>

Latest Note

Risk score remains high and there is no change to this risk score this quarter due to the lack of understanding of governance and low attendance at continuing member training that is offered. We are awaiting the outcome of the Value for Money review. It is expected that this will generate a number of actions.