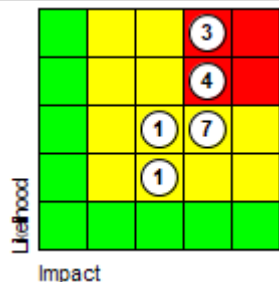# Strategic Risk Register Update Q4 2024/25

## 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 | Corporate Priority Links* | Original Risk Score | Current Risk Score | Target Risk Score |
|-----------|----------------------|---------------------------|---------------------|--------------------|--------------------|
| SRR-01 | Financial Sustainability | 1, 2, 3, 4 | 20 | 16 | 12 |
| SRR-02 | Organisation's Internal Capacity to Deliver | 1, 2, 3 | 16 | 12 | 6 |
| SRR-02b | Organisation's Internal Capacity to Deliver (Local Waste Transfer Station Closures) | 1, 2 | 20 | 20 | 12 |
| SRR-03a | Effective Information Governance Arrangements | 1, 2 | 16 | 16 | 6 |
| SRR-03b | Effective ICT Systems and Cyber Security arrangements | 1, 2 | 16 | 12 | 6 |
| SRR-04 | Delivery of the Local Plan | 3 | 9 | 16 | 9 |
| SRR-05 | Effective Contract Performance Management - Liberata UK | 1 | 16 | 12 | 6 |
| SRR-06 | Delivery of key Government Programmes and Major Capital Projects | 3 | 16 | 12 | 9 |
| SRR-07 | Political Leadership | 1 | 16 | 20 | 9 |
| SRR-08 | Ability to deal with extreme weather and civil contingencies (such as a pandemic) | 1 | 16 | 12 | 9 |
| SRR-09 | Achievement of carbon neutral targets by 2030 | 2, 3 | 20 | 20 | 16 |
| SRR-10 | Safeguarding of residents | 2, 4 | 9 | 9 | 4 |

| Risk Code | Corporate Risk Theme | Corporate Priority Links* | Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|---|---|---|
| SRR-11 | Public Health and Wellbeing | 3, 4 | 16 | 12 | 9 |
| SRR-12 | Local Workforce Skills development | 3 | 16 | 6 | 9 |
| SRR-13 | Leisure Review | 1, 4 | 9 | 12 | 6 |
| SRR-14 | Joint Venture Companies | 3 | 20 | 16 | 9 |

**\*Corporate Priority Links Key:**

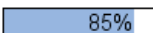| Corporate Priority Reference | Corporate Priority Description |
|---|---|
| 1 | Priority 1: Providing High Quality Services and Facilities |
| 2 | Priority 2: Proud and Connected Communities and Places |
| 3 | Priority 3: Good Growth |
| 4 | Priority 4: Healthy Communities |

For further details and information related to the Council's Corporate Plan, please click here.

# SRR - Detailed Update

## SRR-01 Financial Sustainability

| Risk Owner | Karen Spencer - Director of Resources |
|---|---|

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. As a result this risk must be carefully monitored to ensure sufficient controls are in place.

An unbalanced budget could potentially lead to failures to deliver on key projects, outcomes for residents or the filing of Section 114 Notice.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| **20** | **16** | **12** |

| | | | |
|---|---|---|---|
| **Impact Scores** | 5 - Catastrophic | 4 - Major | 4 - Major |
| **Likelihood Scores** | 4 - Likely | 4 - Likely | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| . Central Government funding policy and level of grant funding payable to Local Government.<br>. Impact of Cost-of-Living Crisis on residents and ability to generate Council Tax.<br>. Cap on Council Tax increases.<br>. Management of external factors such as inflation rates, borrowing costs and energy costs, etc.<br>. High levels of pay inflation. | . Council Budget is set with use of Reserves required to bridge funding gap.<br>. Reduction in Council Reserves year on year.<br>. Potential Section 114 Notice requirement in future years.<br>. Additional scrutiny from Central Government. | . Monthly budget monitoring undertaken by budget manager and service accountant<br>. Capital and Revenue Budget monitoring reported to Executive quarterly (**Link**)<br>. Treasury Management Reports presented to Accounts & Audit Committee, Executive and Council (**Link**)<br>. MTFP report updated bi-annually and submitted to Executive and Full Council in February each year (**Link** )<br>. Daily Treasury management reviews to ensure best returns on cash balances are achieved<br>. Debt management policy in place - linked to Treasury management<br>. Capital Appraisal documents completed for all new capital schemes as part of the budget setting process<br>. Section 151 Officer sign off for Robustness of Estimates, Statement of Accounts and Grant Returns<br>. Annual finance training to Budget Holders, managers and members (When / frequency)<br>. Contingency arrangements built into financial planning & |

| | | | | | |
|---|---|---|---|---|---|
| | | | | management routines.<br>. Continuous improvement programme in place to drive efficiencies<br>. Fees and charges policy reviewed and approved annually (**Link**)<br>. Cross-party Budget Working Group meet monthly to review budget proposals in build-up to budget setting and February MTFP review | |

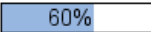| Linked Actions | | | | | |
|---|---|---|---|---|---|
| SRR-01.10 Review of capital financing requirement and capital programme | ✅ | 100% | Gemma-Louise Wells | 30-Sep-2024 | **Why is the action red, amber or green?**<br>This action has been completed.<br><br>**What are you doing to maintain or improve the situation?**<br>Balancing the budget and becoming financially sustainable is a high priority of the Council and work will continue to identify savings. |
| SRR-01.11 Review of JVs. | 🛑 | 85% | Gemma-Louise Wells | 30-Sep-2024 | **Why is the action red, amber or green?**<br>There has been significant progress on this action and it will complete in Q1 2025.<br><br>**What are you doing to maintain or improve the situation?**<br>Anthony Collins (Solicitors) have returned an initial report and will present their findings in May 2025 with actions expected to come out of this.<br><br>The LGA model code of conduct has been adopted by the Council. |

| Latest Note |
|---|
| Quarter 4 2024/25 Review:<br>This risk score has been reviewed and remains at a 4:4 due to the financial impact and 55-80% chance of occurrence.<br><br>There are a number of external and internal factors impacting this risk.<br><br>The provisional local government finance settlement, was released in December 2024. This has seen a reduction in the Council core funding. The increase in employers' national insurance contributions has had a negative impact on the budget position. |

## SRR-02 Organisation's Internal Capacity to Deliver

| Risk Owner | Lawrence Conway - Interim Chief Executive / Karen Spencer - Director of Resources / Phillip Spurr - 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. The wider employment market that Local Authorities operate in and skill shortage in some areas has increased staff turnover in key areas.

Not maintaining sufficient capacity to deliver key projects will have an impact on the council's ability to carry out its basic statutory functions, outcomes for residents, the mental and physical wellbeing of staff and could contribute to an increase in staff turnover.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| 16 | 12 | 6 |
| **Impact Scores** 4 - Major | 4 - Major | 3 - Moderate |
| **Likelihood Scores** 4 - Likely | 3 - Moderate | 2 - Unlikely |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| Wider macro-economic factors post Covid.<br>Cost of living crisis forces staff to look for new roles.<br>Certain key skills in shortage across the market.<br>Higher % of vacancies in some departments.<br>High % of temporary staff in some departments<br>Long term absence rate increase.<br>Inability to compete with Private Sector salaries | Failure to deliver on statutory duty.<br>Failure to deliver on key projects such as the UK Shared Prosperity Fund, Nelson Town Deal and Colne Levelling Up.<br>Become a designated planning authority.<br>Potential Food Standards Agency intervention<br>Loss of staff. | . Quarterly Performance Clinics monitor capacity and performance, flagging up any issues impacting on the Council's ability to deliver its Corporate Plan. (**Link**)<br>. CLT discusses and makes key decisions on staffing matters following Performance Clinics<br>. Regular Portfolio Holder Briefings held keeping Members informed of current activity / developments which can impact on capacity (When / Link)<br>. Workforce Strategy in place to enable improved long term planning of the Council's workforce and which focusses developing and retaining our current workforce and how we encourage new talent. (**Link**)<br>. Personal Development Review process which identifies skills gaps within the organisation and promotes development.<br>. Employee Benefits Programme in place that promotes staff welfare / health & wellbeing and aids retention. This includes the Employee Assistance Programme (EAP), VIVUP benefits package and AVCwise. (**Link**)<br>. Attendance Policy in place with compliance monitored to ensure remedial action taken where necessary. Regular training is delivered to managers to support this. (**Link**) |

| | | | | | . Corporate Plan communicated with staff so they have a clear understanding of their contributions to the Council's priorities. (**Link**)<br>. Staff Engagement Sessions and Briefings to keep staff involved and informed.<br>. Use of consultants / agency staff to deliver key projects whilst vacancies are filled.<br>. Dynamic IT and Digital Strategies in place to support hybrid working.<br>. Effective Utilisation of Apprenticeship Levy year on year. |
|---|---|---|---|---|---|

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| SRR-02.03 Review the IT Strategy | 🛑 | 60% | Sarah Astin-Wood | 31-Mar-2025 | **Why is the action red, amber or green?**<br>This action is progressing well with the development of a new IT Strategy document.<br><br>**What are you doing to maintain or improve the situation?**<br>The new IT Strategy as been presented to CMT and work will continue to develop both the Strategy and the Action Plan that will deliver it. |
| SRR-02.08 Recruit new Chief Executive | ✅ | 100% | Karen Spencer; Phillip Spurr | 24-Mar-2025 | **Why is the action red, amber or green?**<br>This action has been completed with the recruitment of the new interim Chief Executive.<br><br>**What are you doing to maintain or improve the situation?**<br>Work has already started to find a permanent chief executive. |

| Latest Note |
|---|
| Quarter 4 2024/25 Review:<br>Risk score reviewed now a 4:3 - Impact remains the same (4) however Likelihood has dropped (from 5 to 3) with the recruitment of the Interim Chief Executive.<br><br>There are still vacancies in key services areas, HoS are working to fill these (Engineering, Estates, Building Control & Accounts).<br><br>Recruitment of a new Interim Chief Executive has taken place and recruitment for the permanent position is underway. |

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

| Risk Owner | David Walker - Assistant Director - Operational Services |
|---|---|

The council's ability to dispose of its waste despite the forecast closure of the Whinny Hill Waste Transfer Site. The Councils ability to economically and environmentally remove and dispose of waste. Development of a new local Waste Transfer before the closure of the Whinny Hill Waste Transfer site.

Failure to manage this risk will result in a sharp and likely unsustainable increase in costs for the Council.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| 20 | 20 | 12 |

| | | | |
|---|---|---|---|
| Impact Scores | 4 - Major | 4 - Major | 4 - Major |
| Likelihood Scores | 5 - Almost Certain | 5 - Almost Certain | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| The County Council's agreement with SUEZ will be ending on the 31st March 2026. 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. | If we do nothing this will incur significant additional costs to the Council due to having to transfer waste to the Farington facility, Leyland. | This risk is being "treated" through an active approach. The Council is actively looking to reduce and manage the risk for the duration of its lifetime until a new Waste Transfer Station is open.<br><br>There are ongoing discussions with LCC being held to seek support for local facilities to be retained in Pendle for disposal of waste including food waste from April 2026. |

| Linked Actions | | | | |
|---|---|---|---|---|
| CP24 1.10 Waste and Recycling | 🛑 | 93% | David Walker | 31-Mar-2025 | **Why is the action red, amber or green?**<br>This Corporate Priority has achieved 4/5 of its milestones but is red and will not complete before the end of 2024/25 with one milestone being carried forward in to 2025/26.<br><br>**What are you doing to maintain or improve the situation?**<br>Positive recent discussions held with LCC leads for environment and waste. Further discussions agreed to be held. Date to be confirmed.<br><br>Capital funding for the development of the Waste Transfer Station withdrawn February 2025. |

| | | | | | Discussions ongoing with LCC waste and environment leads to secure facilities for Pendle's waste and recycling streams from April 2026. |
|---|---|---|---|---|---|
| SRR-02b.04 Pursue joint delivery of a Waste Transfer Site with Burnley Council | ☒ | 10% | David Walker | 31-Mar-2026 | Capital funding removed from capital budget February 2025. |
| SRR-02b.05 Secure the sale of land for a new Waste Transfer Site | ☒ | 10% | David Walker | 31-Mar-2026 | Capital funding removed from capital budget February 2025

Sale to Burnley Council no longer required. |
| SRR-02b.06 Agree an arrangement for the running of the new Waste Transfer Site | ☒ | 10% | David Walker | 31-Mar-2026 | Why is the action red, amber or green? Capital funding removed during special budget Council meeting 27th February 2025

What are you doing to maintain or improve the situation? Discussions ongoing with LCC and other providers. |
| SRR-02b.07 Receive Planning permission for a new Waste Transfer Site | ☒ | 10% | David Walker | 31-Mar-2026 | Why is the action red, amber or green? Capital funding withdrawn at Special Budget Council meeting 27th February 2025

What are you doing to maintain or improve the situation? Ongoing discussions being held with LCC and 3rd party service providers to try and have facilities available for waste, green waste and food waste from 31st March 2026 |

| Latest Note |
|---|
| Quarter 4 2024/25 Review:
Risk score reviewed and increased at Likelihood to 5 (from 4) due to the far-reaching financial impact and over 80% chance of realisation by 2026.

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

Ongoing discussions with LCC being held to seek support for local facilities to be retained in Pendle for disposal of waste including food waste from April 2026.

Direct quotes from SUEZ and FCC Environment being sought. Revenue increases of £500,000+ expected if PBC have to pay gate fees to 3rd parties. |

## SRR-03a Effective Information Governance Arrangements

| Risk Owner | Howard Culshaw - Head of Legal & Democratic Services |
|---|---|

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. This includes our staff and the workplace.
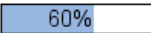
Effective controls in this area can prevent cyber security incidents and regulatory breaches, as well as facilitate business continuity, disater recovery, risk identification and mitigation across the organisation.

Failure to manage this risk effectively can lead to significant potential and reputational damage.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| 16 | 16 | 6 |

| | | | |
|---|---|---|---|
| Impact Scores | 4 - Major | 4 - Major | 3 - Moderate |
| Likelihood Scores | 4 - Likely | 4 - Likely | 2 - Unlikely |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| . Lack of dedicated resource with the relevant skills and experience designated to manage Information Governance across the Council.<br>. Ineffective information governance arrangements, such as poor quality, out-dated or non-existent necessary documentation, e.g. ROPA, IAR, and Data Flow Maps.<br>. Human error due to a lack of awareness, training and resource.<br>. Weak information governance culture within the organisation.<br>. Inadequate risk management arrangements around information governance risk identification, assessment and analysis.<br>. Lack of robust processes for identification and management of third parties with access to council data, or processing council data; including due diligence processes for engaging suppliers, ensuring GDPR compliant contracts and robust contract compliance arrangements. | . Non-compliance with legal standards, such as General Data Protection Regulations (GDPR) 2018 posing increased risk to the confidentiality, integrity and security of PBC data.<br>. Financial and/or reputational damage to the Council.<br>. Inability to respond effectively in the event of a cyber-attack or loss of data.<br>. Weak information governance culture within the organisation.<br>. Data Protection Breach.<br>. Data Retention Breach.<br>. Lack of understanding what information assets the Council has, how they are secured, who has access to them and the lawful basis for processing. | • **Corporate Governance Steering Group (CGSG)** in place which meets bi-monthly and where information Governance is a standing agenda item.<br>• Chair of the CGSG is the Council's Head of Legal & Democratic Services who also assumes the role of Data Protection Officer (DPO) and Monitoring Officer (MO).<br>• The Council has a Cyber and Information Security training platform (KnowBe4 - KB4) through which an annual training programme is devised and delivered as mandatory training and includes phishing tests throughout the year.<br>• Bi-annual KB4 Management Group meetings take place which includes representatives from Pendle Leisure Trust (PLT) & Liberata IT Services.<br>• KB4 training compliance is reported to Heads of Service monthly and to the CGSG at least 6mthly.<br>• **Information Security Handbook** in place which is regularly reviewed to account for changes in policy - last formally reviewed in June 2024 and currently under review in January 2025. |

| | | | | | • DPO Record of Disclosure in place. |
| | | | | | • BC & DR plans regularly tested and reviewed. |
| | | | | | • Privacy Notice in place for both **employees** and **customers**. |

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| SRR-03.03 Information Asset Register (IAR) and Record of Processing Activity (ROPA) to be reviewed and updated | 🛑 | 60% | Howard Culshaw | 22-Apr-2025 | **Why is the action red, amber or green?** Significant work has been made on this action and new processes are now ready to be pushed to EMT. <br><br>**What are you doing to maintain or improve the situation?** An EMT workshop is due to be held on the 22nd of April 2025. This will launch a new IAR and ROPA Process. <br><br>After its launch it is expected that members of EMT will account for the information assets and record of processing. |
| SRR-03.04 Annual plan to be devised for BCP and IT Disaster Recovery Plan testing | ✅ | 100% | Howard Culshaw | 31-Dec-2024 | **Why is the action red, amber or green?** This action has been competed with a BC / DR test being held in January. <br><br>**What are you doing to maintain or improve the situation?** Actions following this meeting has been distributed and work will start on running another, improved text / exercise, based off this feedback. |

| Latest Note |
|---|
| Review Quarter 4, 2024/25:<br>Risk reviewed and now scored as 4:4 (Likelihood increased from 3 to 4). This is due to the high financial and reputational impact of poor governance and the increasing likelihood as a number of incidents and near misses have been recorded this year.<br><br>Work underway to deliver the mitigating actions related to this risk and the internal audit recommendations.<br><br>There has been good progress on developing the Councils IAR and ROPA. This will help the Council increase its awareness and control of its data and digital assets, improving cyber resilience and security. |

## SRR-03b Effective ICT Systems and Cyber Security arrangements

| Risk Owner | Karen Spencer - Director of Resources / Sarah Astin-Wood - Head of Policy & Commissioning |
|---|---|

The Council's ability to successfully utilise and exploit its IT systems and information assets.
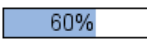
To minimise the Council's cyber risk and ensure the operational resilience in the event of an incident. The Council operates within a wider cyber security context and cannot directly control the level of threat posed.
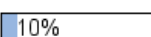
Failure to manage this risk will lead to reductions in efficiency / capacity and ability to respond effectively in the event of a cyber incident, as well as significant potential financial and reputational damage.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| **16** | **12** | **6** |

| | | | |
|---|---|---|---|
| Impact Scores | 4 - Major | 4 - Major | 3 - Moderate |
| Likelihood Scores | 4 - Likely | 3 - Moderate | 2 - Unlikely |

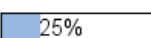| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| Cyber Security incident affects Council's ability to deliver critical services.<br>Ineffective operational resilience.<br>Human error due to a lack of awareness, training and resource.<br>Owners / administrators and deputies not identified for key systems. | Cyber security incident resulting in loss of data, systems and / or reputational damage.<br>IT systems not being used to their full potential, impacting on resource and resilience.<br>Inability to respond effectively to system upgrades, management, maintenance and development.<br>Lack of understanding what information assets the Council has, how they are secured and who has access to them. | . **BCP & DR plan regularly tested and reviewed**<br>. The Council has a Cyber and information Security Training Platform (KnowBe4 – KB4) and an annual KB4 training programme is devised and delivered, including phishing tests.<br>. KB4 training compliance is reported Heads of Service monthly and to the CGSG at least 6mthly.<br>. Bi-annual KB4 Management Group meetings take place which includes reps from Pendle Leisure Trust (PLT) & Liberata IT Services<br>. **Information Security Handbook** in place - last reviewed in June 2024.<br>. Constant KB4 Phishing "dip test" conducted and reported to managers<br>. Monthly IT Programme Board governance meetings take place between PBC and Liberata IT Services<br>. Monthly PSG Meetings take place where the IT Risk Register is reviewed<br>. Cyber Treatment Plan successfully delivered and reviewed quarterly by IT, PBC and Local Digital Team<br>. Cyber Essentials accreditation achieved in September 2024. |

| | | | | | . **Cyber Essentials Plus** assessment undertaken in November 2024 and certification received early December 2024.<br>. Idox User Group in place and active [meeting frequency, etc]<br>. Frequent communications issued relating to cyber security to raise awareness, inform of current threats, etc.<br>. DDoS (Distributed Denial of Service) protection software implemented to reduce the risk to the Council's website due to the limitations of the current perimeter firewalls.<br>. Digital 360 Peer Review undertaken in December 2024. |
|---|---|---|---|---|---|

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| SRR-03.03 Information Asset Register (IAR) and Record of Processing Activity (ROPA) to be reviewed and updated | 🛑 | 60% | Howard Culshaw | 22-Apr-2025 | **Why is the action red, amber or green?**<br>Significant work has been made on this action and new processes are now ready to be pushed to EMT.<br><br>**What are you doing to maintain or improve the situation?**<br>An EMT workshop is due to be held on the 22nd of April 2025. This will launch a new IAR and ROPA Process.<br><br>After its launch it is expected that members of EMT will account for the information assets and record of processing. |
| SRR-03.04 Annual plan to be devised for BCP and IT Disaster Recovery Plan testing | ✅ | 100% | Howard Culshaw | 31-Dec-2024 | **Why is the action red, amber or green?**<br>This action has been competed with a BC / DR test being held in January.<br><br>**What are you doing to maintain or improve the situation?**<br>Actions following this meeting has been distributed and work will start on running another, improved text / exercise, based off this feedback. |
| SRR-03.08 Take part in the Cyber Assessment Framework pilot (CAF) | ✅ | 100% | Howard Culshaw | 31-Dec-2024 | **Why is the action red, amber or green?**<br>This action is now complete with a lot of work having been undertaken. The deadline for submitting the CAF Scoping Document (self/assessment) for Pendle was 2nd December 2024 with Pendle's being submitted on 18th November 2024. We have received confirmation that we had met the requirements for being CAF Ready on 21st November 2024 (MHCLG).<br><br>**What are you doing to maintain or improve the situation?**<br>Next steps are currently awaited from MHCLG to continue to the next stage of the process outside of the pilot. |

| Action | Status | Progress | Owner | Due Date | Note |
|---|---|---|---|---|---|
| SRR-03.09 Undertake Cyber Essentials Plus | ✓ | 100% | Sarah Astin-Wood; Admin_Marie Mason | 31-Jan-2025 | Cyber Essentials Plus Certification achieved 10th December 2024. |
| SRR-03.10 Review feedback / next steps from MHCLG re CAF scoping / self assessment submission and progress further actions / work as required | ▶ | 5% | Sarah Astin-Wood; Admin_Daniel McCaffrey | 31-Dec-2025 | Why is the action red, amber or green? This now requires discussion with the Director of Resources to decide the next steps in relation to this project and then present proposal to CMT.<br><br>What are you doing to maintain or improve the situation? Feedback from colleagues working on CAF at a neighbouring council indicate that to progress this is a significant undertaking and relies heavily on an audit function to deliver the requirements. |
| SRR-03.11 Replace the current existing perimeter firewalls | ▶ | 10% | Sarah Astin-Wood; Admin_Marie Mason | 30-Sep-2025 | Why is the action red, amber or green? This is in progress and currently remains on target for delivery by the end of September 2025.<br><br>What are you doing to maintain or improve the situation? The proposal to replace the firewalls has been shared with the Council and comments fed back. An updated proposal is now awaited from IT, along with a proposal for network circuit replacements. |
| SRR-03.12 Upgrade existing vulnerability management software with a more robust and improved vulnerability and patch management solution | ✓ | 100% | Sarah Astin-Wood; Admin_Marie Mason | 31-Mar-2025 | The upgraded vulnerability scanner is now in place and all servers are protected. IT Infrastructure Manager currently ensuring that the agent has now pushed this out to all work station devices. |
| SRR-03.13 IT Programme Board exploring document labelling options / polices in O365 for protecting sensitive data without data classification and applying labels. | ⬢ | 25% | Sarah Astin-Wood; Admin_Daniel McCaffrey | 30-Mar-2025 | Why is the action red, amber or green? This is slightly overdue due to concerns about the inclusion of UK Electoral Roll Numbers in the process.<br><br>What are you doing to maintain or improve the situation? The Council has approved the implementation of suggested DLP policies, with the exception of Electoral Roll Numbers at this stage. This requires further work / consideration and will be picked up after the current Elections period has ended. |

| **Latest Note** |
|---|
| Review Quarter 4, 2024/25:<br>Risk score remains unchanged. Likely a major impact due to the Councils extensive use of ICT in its day to day and a moderate chance due to the fast pace and changing nature of Cyber |

Security threats.

Work underway to deliver the mitigating actions related to this risk and the internal audit recommendations.

There has been good progress on developing the Councils IAR and ROPA. This will help the Council increase its awareness and control of its data and digital assets, improving cyber resilience and security.

## SRR-04 Delivery of the Local Plan

| Risk Owner | Neil Watson - Assistant Director - Planning, Economic Development & Regulatory Services |
|---|---|

The Council's ability to deliver an updated Local Plan. An approved local plan would allow the Council to effectively manage the boroughs land, resources, and infrastructure. Approval of the local plan is essential to ensuring continued economic development and investment throughout the borough.

Failure to deliver the local plan would have negative economic, social and heath outcomes for the residents of Pendle.

| Original Risk Score | | Current Risk Score | Target Risk Score |
|---|---|---|---|
| **9** | | **16** | **9** |
| **Impact Scores** | 3 - Moderate | 4 - Major | 3 - Moderate |
| **Likelihood Scores** | 3 - Moderate | 4 - Likely | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| Resource challenges.<br>Challenging public sector landscape and central funding uncertainty<br>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.<br>The wrong Local Plan will potentially harm the economic and housing needs of the Borough. | • Monthly meeting of Local Plan Steering Group to give oversight and governance to meet targets.<br>• Contributed to Government Planning Policy consultation and ensuing changes were reported to Committee to help steer the Plan effectively through the changes.<br>• Data driven approach to Local Plan design.<br>• Public consultations conducted and outcomes reported to Executive as required.<br>• Steering Group for Local Plan meets monthly. |

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| | | | | | |

| Latest Note |
|---|
| Quarter 4 2024/25 Review:<br>Risk score reviewed and maintained at 4:4.<br>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.<br>The Plan is now at examination and is proceeding to the hearing sessions. No fundamental issues have thus far been identified by the Inspector. |

## SRR-05 Effective Contract Performance Management - Liberata UK

| Risk Owner | Sarah Astin-Wood - 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.

Poor contract management would lead to a significant loss of value of money from the Liberata contract and negatively impact the council capacity to deliver. and physical wellbeing of staff and could contribute to an increase in staff turnover.

| Original Risk Score | | Current Risk Score | Target Risk Score |
|---|---|---|---|
| **16** | | **12** | **6** |
| Impact Scores | 4 - Major | 4 - Major | 2 - Minor |
| Likelihood Scores | 4 - Likely | 3 - Moderate | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| 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. | • Annual internal audit review of Liberata Contract arrangements<br>• Monthly Partnership Steering Group meetings undertaken which includes the review of delivery of performance indicators against targets set, any issues with service delivery, Horizon Scan.<br>• Regular (When) contract meetings held between the Council's Director of Resources and Liberata's Local Government Regional Manager.<br>• Quarterly Joint Partnership Board meetings are held and membership includes Members. Agenda items include updates on Liberata (as a business), performance review and challenge, along with any business as required (e.g. agreement of the performance framework, etc.<br>• Annual Performance Framework Review is undertaken to ensure the framework remains fit for purpose. |

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| SRR-05.05 Review of governance arrangements | ▶ | 0% | Sarah Astin-Wood | 31-Jul-2025 | PBC is looking to neighbouring authorities for best practice with regards to governance arrangements. |
| SRR-05.06 Liberata Performance Framework reviewed and updated | ▶ | 10% | Admin_Marie Mason | 31-Jul-2025 | Work has already commenced on this with initials proposals having been shared with Liberata. Due to leave arrangements |

| | | | | | within Liberata a formal response is expected w/e 25th April 2025. |
|---|---|---|---|---|---|

| **Latest Note** |
|---|
| Quarter 4 2024/25 Review:<br>No major changes impacting risk score, it has been reviewed and remains the same. New KPI's and performance framework is under negotiation and PBC is looking to neighbouring authorities for best practice with regards to governance arrangements.<br><br>Following the LGA Digital Peer Review a draft IT Strategy was presented to CMT in early March 2025 and will now go to Executive in May 2025.<br><br>IT Continuous Improvement session was held in March 2025 looking to develop the IT and Customer Contact Strategies. These sessions will look to make continuous improvements to contract arrangements and performance.<br><br>Contract management session with CMT looking at effective management of the Liberata contract was also held in March 2025. |

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

| Risk Owner | Phillip Spurr - Director of Place |
|---|---|

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, and a new Waste Transfer Station. 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.

Failure to deliver key government programmes and major projects would have negative economic, social and health outcomes for the residents of Pendle.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| 16 | 12 | 9 |

| | | | |
|---|---|---|---|
| Impact Scores | 4 - Major | 4 - Major | 3 - Moderate |
| Likelihood Scores | 4 - Likely | 3 - Moderate | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| 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. . Nelson Town Deal Board meetings undertaken frequently bi-monthly) . PenBrook Joint Venture established and meet quarterly to deliver key Nelson Town Deal projects . Internal programme governance under review . Consultants procured to assist with the delivery of cemetery facilities project and internal working group established meeting monthly . Agreement reached to secure Raise Partnership regeneration support for NTD and LUF. |

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| SRR-06.05 Recruit a Principal Economic Development Officer | ✅ | 100% | Iftikhar Bokhari; Ryan Gifford | 31-Dec-2024 | Action completed. Officer recruited and in post. |
| SRR-06.06 External Review of regeneration management models | ✅ | 100% | Phillip Spurr | 31-Mar-2025 | **Why is the action red, amber or green?** This action has been completed. **What are you doing to maintain or improve the situation?** |

| | | | | | This review has been completed and will feed into future actions and decisions. |
|---|---|---|---|---|---|

| Latest Note |
|---|
| Quarter 4 2024/25 Review:<br>Risk score has been reviewed and there is no change this quarter.<br><br>Existing programmes and projects will carry on. In March 2025 revised guidance was received on continuation of the Long Term Town Plan Programme, now known as the Neighbourhood Plan.<br><br>Officers continue to work to ensure timely delivery of the Town Deal and Levelling Up programmes. A report on the way forward for the UKSPF programme was agreed by Executive in March 2025. |

## SRR-07 Political Leadership

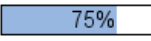| Risk Owner | Howard Culshaw - Head of Legal & Democratic Services |
|---|---|

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 | Target Risk Score |
|---|---|---|
| **16** | **20** | **9** |

| Impact Scores | 4 - Major | 4 - Major | 3 - Moderate |
|---|---|---|---|
| Likelihood Scores | 4 - Likely | 5 - Almost Certain | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| 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. | • **Declaration of Interest forms** completed and published for all Members<br>• **Constitution** guiding member actions and behaviour<br>• Constitution review undertaken annually.<br>• Inductions for all new members<br>• Member Newsletter issued monthly to keep Members informed of current activity<br>• Delivery of a relevant, responsive and effective Member training programme.<br>• **Member Code of Conduct** in place and reviewed annually.<br>• **Governance & Committee** Structure in place.<br>• Regular meetings with Portfolio Holders and CMT. |

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| CP24 1.04 Governance | 🔴 | 75% | Karen Spencer; Phillip Spurr | 31-Mar-2025 | **Why is the action red, amber or green?** JV report has been received and will be presented to members in May 2025. Planning report is expected by the end of May 2025.<br><br>Value for money report recommendations are yet to be implemented. |

| | | | | | |
|---|---|---|---|---|---|
| CP24 1.04a Consider the actions from the Value for Money review by external audit | 🔴 | 50% | Gemma-Louise Wells | 31-Mar-2025 | **Why is the action red, amber or green?** JV report has been received and will be presented to members in May 2025. Planning report is expected by the end of May 2025.<br><br>Value for money report recommendations are yet to be implemented. |
| CP24 1.04b Review of constitution | ✅ | 100% | Howard Culshaw | 31-Mar-2025 | **Why is the action red, amber or green?** Constitution has been reviewed and accepted. |
| SRR-07.06 Await / implement the results from the Value for Money Audit in relation to Members | ❎ | 0% | Howard Culshaw | 31-Dec-2024 | **Why is the action red, amber or green?** This risk action is linked to CP24 1.04. There has been significant progress on this corporate priority and it is likely to significantly impact this Strategic Risk.<br><br>**What are you doing to maintain or improve the situation?** Anthony Collins (Solicitors) have returned an initial report on the Constitution and are presently engaged with Legal Services to assist in the review of Governance arrangements for Joint Venture companies.<br><br>A presentation to members by Anthony Collins, on this subject will take place within the next quarter.<br><br>Overview and Scrutiny Committee have recommended that the Council adopt the LGA model code of conduct in its entirety as recommended by the auditors (Grant Thornton). |

| Latest Note |
|---|
| Quarter 4 2024/25 Review: Score reviewed and remained at 20. Poor political balance and stability will have a major impact on the Councils ability to deliver on key projects and it is assessed that this is almost certain to happen in the next three years.<br><br>Anthony Collins (Solicitors) have returned an initial report on the Constitution and are presently engaged with Legal Services to assist in the review of Governance arrangements for Joint Venture companies. A presentation is due to happen by the end of May.<br><br>The LGA Code of Conduct model has now been adopted by the Council. |

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

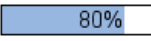| Risk Owner | David Walker - Assistant Director - Operational Services |
|---|---|

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.

Failure to prepare for extreme weather and civil contingencies would / could have catastrophic outcomes for the residents of Pendle and expose the Council to significant reputational and financial risks.

| Original Risk Score | | Current Risk Score | Target Risk Score |
|---|---|---|---|
| **16** | | **12** | **9** |
| **Impact Scores** | 4 - Major | 4 - Major | 3 - Moderate |
| **Likelihood Scores** | 4 - Likely | 3 - Moderate | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| 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.<br>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.<br>There remains a persistent risk of Pandemics and infectious diseases. | Impact on infrastructure (roads/ highways/ vulnerable people/ front door services).<br>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.<br>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 | • Business Continuity & Emergency Plan in place<br>• Disaster Recovery Plan in place<br>• Resilience Direct Workshops<br>• Weekly Out Of Hours (OOH) lists maintained (PBC & PLT)<br>• PLT Keyholder list maintained<br>• Liberata contact list maintained<br>• BCP, DR & EP policies reviewed annually.<br>• DR test scheduled for January 2024.<br>• Attendance at LRF Winter Energy Risk Briefings and both strategic and tactical co-ordinating group meetings when required.<br>• Local Civil Emergency Plan updated as required, e.g. when organisational changes are made.<br>• PBC signed up to Countywide mutual aid agreement which confirms a commitment from each organisation to provide support if able to do so during times of emergencies. *(DM CHECK - Refresh completed and shared yet?)*<br>• Communication with residents and elected Members maintained during incidents. Channels include email, facebook and website messaging used during |

| 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. | 🛑 | 80% | David Walker | 31-Mar-2025 | There has been no progress in moving this action forward at the moment. Standing arrangements for out of hours call lits, key holders and the emergency plan remain in effect. |

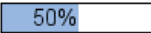| Latest Note |
|---|
| Quarter 4 2024/25 Review:<br>Risk score reviewed and maintained at 4:3 due to the potential financial and operation impacts and the history of occurrence and recent misses.<br><br>Created an Emergency Plan WhatsApp Group for CMT and Emergency planning team Members. WhatsApp notifications issued to the group through November and December provided faster connection with senior leads and key staff members.<br><br>Standing arrangements for out of hours call lists, key holders and the emergency plan remain in effect. |

## SRR-09 Achievement of carbon neutral targets by 2030

| Risk Owner | Phillip Spurr - 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.
Failure to meet the Councils Carbon Targets could have significant legal, reputational and financial implications.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| 20 | 20 | 16 |

| | | | |
|---|---|---|---|
| Impact Scores | 4 - Major | 4 - Major | 4 - Major |
| Likelihood Scores | 5 - Almost Certain | 5 - Almost Certain | 4 - Likely |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| Lack of experience and skills to drive transformation.<br>Funding and budget for transformation is not identified / available.<br>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<br>Reputational Damage<br>Long term impacts of climate change on local communities<br>External scoring by Climate UK | . Climate Emergency working group meetings (**Link**)<br>. Quarterly monitoring of relevant PI's to ensure continuous improvement<br>. Agile working and flexible working reduces carbon emissions<br>. New energy contract secured for energy services (When)<br>. Use of HVO (Hydro-treated Vegetable Oil) in part of the PBC vehicle fleet<br>. Internal annual carbon reduction targets in place.<br>. Annual Carbon Emissions Report produced<br>. Energy review of leisure sites has been commissioned and will be undertaken by APSE December 2024<br>. Up to date strategy and action plan in place and is being delivered (**Link**) |

| Linked Actions | | | | |
|---|---|---|---|---|
| CP24 4.01d Plan/implement energy saving schemes | ✅ | 100% | 31-Mar-2025 | **Why is the action red, amber or green?**<br>Bid for Public Sector Decarbonisation Fund has been approved with implementation will start in 2025/26. |

| Action | Status | Progress | Owner | Due Date | Commentary |
|---|---|---|---|---|---|
| SRR-09.04 Climate Emergency Action Plan agreed | 🛑 | 90% | Phillip Spurr | 31-Mar-2025 | **Why is the action red, amber or green?**<br>Good progress has been made on this action and it is expected to complete in May 2025.<br><br>**What are you doing to maintain or improve the situation?**<br>A revised strategy and action pan has been received and will be presented in May 2025. It is expected to be agreed. |
| SRR-09.05 Review of Council Fleet to take place to ascertain the viability of procuring Electric Vehicles and charging stations. | ✅ | 100% | Phillip Spurr | 31-Mar-2025 | 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.<br>The heavier fleet will continue to use HVO and we will need to ensure replacement units can run off HVO in the future. |
| SRR-09.06 Energy Efficiency of the Council's buildings assessed and programme of works agreed (Heat De-carbonisation Plans) to achieve carbon neutral targets where possible | 🛑 | 50% | Phillip Spurr | 31-Mar-2025 | **Why is the action red, amber or green?**<br>Good progress has been made on this action looking at PLT assets however more work is needed looking at Council owned assets.<br><br>**What are you doing to maintain or improve the situation?**<br>PLT are due to feed back to the Council in May on how they can make their buildings energy and financially sustainable. In addition to this work is needed from PBC to look at the same. |

| Latest Note |
|---|
| Quarter 4 2024/25 Review:<br>Risk score reviewed and remained as a 4:5 due to the financial and regulatory impacts and high likelihood at this time. The risk remains high however a good amount of progress has been made in managing this risk.<br><br>A new Climate Officer now in post and will drive the delivery of the Councils Carbon neutral targets.<br><br>Climate Emergency Strategy to go to Executive in May 2025.<br><br>Decarbonisation funding bid has been successful, implementation works due to start in 2025/26. |

## SRR-10 Safeguarding of residents

| Risk Owner | Sarah Astin-Wood - 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.

Failure of the Council to effectively carry out its safeguarding duties could have significant reputational impacts.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| 9 | 9 | 4 |

| | | | |
|---|---|---|---|
| Impact Scores | 3 - Moderate | 3 - Moderate | 2 - Minor |
| Likelihood Scores | 3 - Moderate | 3 - Moderate | 2 - Unlikely |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| Lack of Training & Awareness<br>Lack of resource and capacity increasing errors.<br>Increasing inequalities in communities<br>Increasing pressure on front door services | Safeguarding breach.<br>Moral and ethical considerations.<br>Reputational damage. | • Safeguarding policy review (Next scheduled June 2025)<br>• Statutory training for Taxi drivers for new drivers and a 3yr refresher delivered via an online package.<br>• Partnership work with LCC, NHS & Police<br>• All Staff undertook Safeguarding Training (basic awareness) in September 2022.<br>• Refresher training will be developed and delivered following Safeguarding Policy reviews.<br>• Identified front-line staff undertook Safeguarding Level 2 Training in November 2022 (face-to-face).<br>• 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-10.04 Revise Safeguarding Policy & Practice (Children & Adults) | ▶ | 30% | Gill Dickson | 31-Jul-2025 | **Why is the action red, amber or green?**<br>This action is on target with progress being made<br><br>**What are you doing to maintain or improve the situation?**<br>Policy Team continues to make progress on reviewing and |

| | | | | revising safeguarding practices. |
|---|---|---|---|---|
| SRR-10.05 Deliver Safeguarding and Prevent Training to all Staff | ▶ | 30% | Gill Dickson | 30-Nov-2025 | **Why is the action red, amber or green?** This action is on target and progressing well.<br><br>**What are you doing to maintain or improve the situation?** The Policy Team are developing a plan to deliver Prevent training to all staff, including front line workers. |

| **Latest Note** |
|---|
| Quarter 4 2024/25 Review:<br>Risk score reviewed and has not changed.<br><br>Safeguarding Policy and practice are due for review this year (approximately June 2025). Staff training will follow the review ensuring that all PBC staff are current and competent with regards to their safeguarding duties.<br><br>A follow up on the online, national Prevent training delivered to all staff is also scheduled for 2025 as well as face to face training for all frontline Operational Services staff. |

## SRR-11 Public Health and Wellbeing

| Risk Owner | Phillip Spurr - 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
Failure to manage public health and wellbeing could reduce the health, social and economic outcomes for residents. Additionally, this could lead to additional strain on Council services.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| **16** | **12** | **9** |

| Impact Scores | 4 - Major | 4 - Major | 3 - Moderate |
|---|---|---|---|
| Likelihood Scores | 4 - Likely | 3 - Moderate | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| Cramped housing can be the cause of health issues.<br>Low levels of street cleanliness.<br>Wage levels lower than the national average.<br>High unemployment levels in the economically active age group. | Higher levels of infant mortality.<br>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). | . Holiday Activities and Food programme delivered throughout the year (**Link**)<br>. Regeneration Steering Group managing PBC regeneration projects (**Link**)<br>. Nelson Town Deal Board managing grants to local businesses, improving resilience and helping with growth (**Link**)<br>. Comprehensive Homelessness Support framework in place (**Link**)<br>. Integrated Care Board (when / link – Gill would know)<br>. UKSPF, LUF, Nelson Town Deal, £20m Long Term Towns Fund for Nelson have health dimension.<br>. Health and Wellbeing plan agreed and in place (**Link**)<br>. Increased pride in place identified in latest pendle survey<br>. Cost of living interventions in place (**Link**)<br>. Mechanical street cleaning is delivered on a weekly schedule within the areas linking to this risk. In support of this service, additional resources are deployed within areas of greater need to remove littering and fly-tipping<br>. Enforcement staff patrol all areas dealing with offenders as and when evidence is found. Pendle Community Safety Partnership |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | bring stakeholders together to help reduce crime and anti-social behaviour (**Link**) |

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| CP24 4.04 Health and Wellbeing | | ✓ | 100% | Sarah Astin-Wood; Gill Dickson | 31-Mar-2025 | **Why is the action red, amber or green?** This Corporate Priority has been completed on time. **What are you doing to maintain or improve the situation?** Healthy Weight Collaboration service operational and being delivered by PLT. Quarterly monitoring meetings in place with LCC and PLT. Partner leads identified for the themes/ actions in the Health Plan. Pendle Network for Change set up to drive delivery of the action plan and work on system change. Plan supports delivery of the Pendle Family Hub and Pendle Youth Forum priorities. No HAF scheme delivered in this period. (Q4) Successful delivery of HSF working with community and voluntary organisations to provide food and essential household items, advice and support to vulnerable households. Plans for Barnoldswick Medical Centre now included in the draft Pendle East PCN Clinical Services and Estates Plan. |
| SRR-11.05 Investment Plan for Long Term Towns Fund for Nelson developed | | ✓ | 100% | Phillip Spurr | 31-Aug-2024 | **Why is the action red, amber or green?** This action has been completed with guidance being received from the government. **What are you doing to maintain or improve the situation?** This is now known as plan for neighbourhoods, guidance now received. Further development work will be done in 2025/26. |

| Latest Note |
|---|
| Quarter 4 2024/25 Review: Risk score reviewed and remains as a 4:3 due to significant social impact and less than 50% chance of occurrence. Key Progress made: . The backlog of DFG continues to be be significantly reduced. . Just under 2,000 children and young people supported through the Holiday Activities and Food Programme . Significant progress made on Corporate Priority 4.04 Health & Wellbeing . PLT working to develop new Public Health Programmes |

## SRR-12 Local Workforce Skills development

| Risk Owner | Iftikhar Bokhari - 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 | Target Risk Score |
|---|---|---|
| **16** | **6** | **9** |

| | | | |
|---|---|---|---|
| Impact Scores | 4 - Major | 3 - Moderate | 3 - Moderate |
| Likelihood Scores | 4 - Likely | 2 - Unlikely | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| Deprivation in the local area (unemployment). Pendle has one of the lowest average Attainment 8 scores in Lancashire. Lack of local employment and regeneration and economic growth in the area. Almost 3 in 10 jobs in Pendle are in the manufacturing sector, which is significantly higher than the national figure of 8%. There are fewer professional jobs in Pendle (4%) when compared with the national average (9%). Wage levels are lower than the national average. | 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) Skill shortage. Loss of local economic growth. Skills migration out of Pendle. | . Pendle Vision Board - Representing and coordinating local business. (**Link**) . Pendle Connects - Upskilling and providing value to the local community. (**Link**) . East Lancs Chamber of Commerce- Delivering advice to businesses & upskilling locals. (**Link**) . Kickstart programme undertaken which provided real life work placements for long term unemployed people. . Youth Employment Support (YES) Hub in operation in Nelson run by Active Lancashire delivering value to communities - Review March 2026. (**Link**) . Economic Recovery and Growth Strategy 2021-26 contains immediate and aspirational targets which are being pursued. (**Link**) |

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| SRR-12.01 Work with NCC to create an "IT Hub" accessible to the local community | 🛑 | 90% | Iftikhar Bokhari; Ryan Gifford | 31-Jul-2024 | **Why is the action red, amber or green?** This milestone is overdue but progress has been made.<br><br>**What are you doing to maintain or improve the situation?** Lease has been agreed and it is estimated to open in September. |

| Latest Note |
|---|
| Quarter 4 2024/25 Review: |

Risk score reassessed, Impact measured at 3 – Moderate social impact & Likelihood 2 – Unlikely. This is due to the large amount of pro-active work by the Council in this area and investment from Central Gov in Adult skills.

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 to open in September 2025.

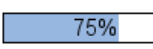There are other areas of significant work progressing:

Economic Growth have a number of Careers Fairs with Schools planned, to try and connect school leavers with local business and improve outcomes.

The "Yes Hub" continues to work with young people to overcome barriers to employment.

## SRR-13 Leisure Review

| Risk Owner | Phillip Spurr - Director of Place |
|---|---|

Ensuring that the Leisure Centres can remain economically viable and continue to offer their services to the residents of Pendle. Making sure that the Leisure Centres infrastructure and estates remain fit for purpose and that they can remain competitive despite challenging market conditions.
Failure to effectively manage this risk will lead to worse health, social and economic outcomes for the residents of Pendle and could lead to the closure of one or more Leisure Centres.

| Original Risk Score | | Current Risk Score | Target Risk Score |
|---|---|---|---|
| **9** | | **12** | **6** |
| Impact Scores | 3 - Moderate | 4 - Major | 3 - Moderate |
| Likelihood Scores | 3 - Moderate | 3 - Moderate | 2 - Unlikely |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| • Ageing estates that require a significant investment to modernise or maintain.<br>• Competitive market with significant local competition (gyms, clubs, etc.)<br>• Increasing costs (such as minimum wage, employers NI contributions, power, heating, etc)<br>• Less disposable income in the local area (cost of living crisis) | • Leisure centres unable to operate cost effectively.<br>• Closures of Leisure Centres if nothing changes.<br>• Increased reliance on Council financial support - placing additional pressure of the MTFP.<br>• Reduced health outcomes for residents. | . Audit of PLT Client arrangements<br>. Quarterly Leisure Client Meetings<br>. The Council's Executive met with the PLT Board in December 2024 to set expectations for 2025/26 Directors of Place & Resources working closely with new CEO of PLT on driving efficiencies |

| Linked Actions | | | | |
|---|---|---|---|---|
| CP24 4.01 Indoor Leisure Review | 🛑 | 91% | Phillip Spurr | 31-Mar-2025 | Why is the action red, amber or green?<br>Good progress being made with one milestone being carried forward into 2025/26 to continue to pursue the viability of the existing leisure centres. PLT are continuing to progress this with another meeting scheduled for June 2025.<br><br>What are you doing to maintain or improve the situation?<br>Phase 1 of the refurbishment programme has been delivered and additional works are scheduled for 2025/26.<br>The bid for Public Sector Decarbonisation Fund has been approved with implementation commencing in 2025/26. |
| CP24 4.01b Determine how existing leisure centres can become financially and environmentally sustainable | 🛑 | 75% | | 31-Dec-2024 | **Why is the action red, amber or green?**<br>This milestone has been carried over with a good amount of work |

| | | | | already being completed.<br><br>**What are you doing to maintain or improve the situation?**<br>PLT continue to progress this action. Another meeting is being scheduled in June 2025 to get an update. |
|---|---|---|---|---|
| CP24 4.01c Complete phase one of the refurbishment programme currently underway | ✅ | 100% | 31-Mar-2025 | **Why is the action red, amber or green?**<br>Phase one has been completed on time and additional work is scheduled for 2025/26<br><br>**What are you doing to maintain or improve the situation?**<br>Nelson Town Deal funded projects will continue to be delivered in to 2025/26. |
| CP24 4.01d Plan/implement energy saving schemes | ✅ | 100% | 31-Mar-2025 | **Why is the action red, amber or green?**<br>Bid for Public Sector Decarbonisation Fund has been approved with implementation will start in 2025/26. |

| Latest Note |
|---|
| Quarter 4 2024/25 Review:<br>Risk has been reviewed this quarter and remains as a 4:3 as this risk is being effectively managed and budgeted for. PLT undertaking a strategic review of activities. Details awaited in June 2025.<br><br>Increases in employers National Insurance contributions and minimum wage has placed additional financial pressure on PLT. This has resulted in a request for additional support.<br><br>Energy Efficiency works are ongoing to reduce PLT's costs and environmental impact. |

## SRR-14 Joint Venture Companies

| Risk Owner | Phillip Spurr - Director of Place |
|---|---|

Ensuring that the Council and its Members are aware of all joint ventures and the implications and responsibilities regarding decision making. Joint ventures include; PEARL (Barnfield), PEARL 2 (Together Housing), PEARL Brierfield Mill (Northlight), PenBrook (Joint Venture with Brookhouse Mill).

Failure to do so would result in inconsistent decision making that works against the interests of the Council.

| Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|
| 20 | 16 | 9 |

| Impact Scores | 5 - Catastrophic | 4 - Major | 3 - Moderate |
|---|---|---|---|
| Likelihood Scores | 4 - Likely | 4 - Likely | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| There must be comprehensive governance arrangements in place to ensure the Council maintains a level of overview in the companies sufficient to safeguard its investment of public money or other assets invested in them.<br><br>Whilst they are appointed by the Council, a Pendle Director is not a representative of the Council when they are acting in their capacity as a Director of a company, and when acting as such they must always comply with their duties as a company director, which are required to take precedence over the Pendle Directors' duties to the Council. | Conflicts of interest may arise if the Director is an Elected Member as they are under an overriding, non-delegable and unavoidable public law duty to always act in the best interests of the Council.<br><br>Potential reputational damage to the Council or individual Elected Member.<br><br>Potential disruption to Council activities and plans. | • A legal review is underway to advise on the most effective governance arrangements for the JV's<br>• Shareholder agreements will need putting in place for all JV's<br>• There is potential to introduce shareholder committees to safeguard the Council's interest.<br>• Introduction of a requirement to produce an annual business plan for each of the JV companies, in order to monitor performance. |

| Linked Actions | | | | |
|---|---|---|---|---|
| SRR-14.01 Commission external legal advisor to review the governance arrangements | ✅ | 100% Karen Spencer | 30-Sep-2024 | This action is now completed. A draft report has been received and is being reviewed. Next steps are currently being planned. It is expected that this will generate a number of actions. |

| Latest Note |
|---|
| Quarter 4 2024/25 Review:<br>Risk score reviewed and will remain as a 4:4.<br>Anthony Collins will present their report and outcomes at the end of May 2025. Member feedback awaited. |