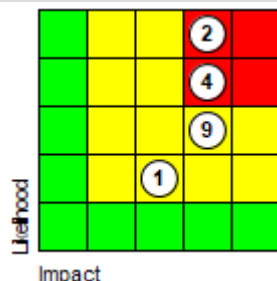


Strategic Risk Register Update: 1st April – 30th June 2025 (Quarter 1, 2025/26)

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-03b	Effective ICT Systems and Cyber Security arrangements	1, 2	16	12	6
SRR-04	Delivery of the Local Plan	3	9	12	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	12	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	12	4
SRR-11	Public Health and Wellbeing	3, 4	16	16	9

Risk Code	Corporate Risk Theme	Corporate Priority Links*	Original Risk Score	Current Risk Score	Target Risk Score
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:**

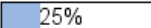
Corporate Priority Reference	Corporate Priority Description
1	Priority 1: Providing High Quality Services and Facilities
2	Priority 2: Proud and Connected Communities and Places
3	Priority 3: Good Growth
4	Priority 4: Healthy Communities

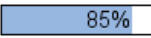
For further details and information related to the Council's Corporate Plan, please click [here](#).

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. . 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 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.	. Monthly budget monitoring undertaken by budget manager and service accountant . Capital and Revenue Budget monitoring reported to Executive quarterly (Link) . Treasury Management Reports presented to Accounts & Audit Committee, Executive and Council (Link) . MTFP report updated bi-annually and submitted to Executive and Full Council in February each year (Link) . Daily Treasury management reviews to ensure best returns on cash balances are achieved . Debt management policy in place - linked to Treasury management . Capital Appraisal documents completed for all new capital schemes as part of the budget setting process . Section 151 Officer sign off for Robustness of Estimates, Statement of Accounts and Grant Returns . Annual finance training to Budget Holders, managers and members . Contingency arrangements built into financial planning & management routines.

		. Continuous improvement programme in place to drive efficiencies . Fees and charges policy reviewed and approved annually (Link) . Cross-party Budget Working Group meet monthly to review budget proposals in build-up to budget setting and February MTFP review
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Linked Actions					
CP25 1.01 Financial Resilience			Gemma-Louise Wells	28-Feb-2026	Why is the action red, amber or green? This action is green and on target for delivery. What are you doing to maintain or improve the situation? Budget working group has commenced and CMT has been informed of their progress. MTFP is taking place throughout the year.
CP25 1.02 Local Government Reorganisation			Karen Spencer; Phillip Spurr	28-Nov-2025	Why is the action red, amber or green? This milestone is green and on track for delivery. What are you doing to maintain or improve the situation? Consultants have been appointed to model the preferred options. Stakeholder consultation will be undertaken. On track to submit the proposal to government by the 28th of November 2025.
CP25 1.10 Transfer of Assets			Philip Kirby	31-Mar-2026	Why is the action red, amber or green? The Head of Property & Engineering Services is progressing with this work. What are you doing to maintain or improve the situation? Previous communications to Members regarding the reinstatement of the Asset Transfer Working Group has not had any response to date. Therefore, Members will be contacted again to ensure this priority area of work is progressed in a timely manner.
CP25 4.01 Indoor Leisure Review			Karen Spencer; Phillip Spurr	31-Mar-2026	Why is the action red, amber or green? Good progress is being made and is on track for delivery within the agreed timescales. What are you doing to maintain or improve the situation? A contractor has been procured for the Wavelengths extension scheme and planning consent is in place. Start on site planned for Autumn and completion is expected before 31st March 2026.

					With regards energy savings schemes, implementation of the public sector decarbonisation fund is on track and underway. Progress is expected throughout 2025/26.
SRR-01.11 Review of JVs.		 85%	Gemma-Louise Wells	30-Sep-2024	Why is the action red, amber or green? There has been significant progress on this action and it will complete in Q1 2025. What are you doing to maintain or improve the situation? Anthony Collins (Solicitors) have returned an initial report and will present their findings in May 2025 with actions expected to come out of this. The LGA model code of conduct has been adopted by the Council.

Latest Note

Quarter 4 2024/25 Review:

This risk score has been reviewed and remains at a 4:4 due to the financial impact and 55-80% chance of occurrence.

There are a number of external and internal factors impacting this risk.

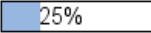
The provisional local government finance settlement, was released in December 2024. This has seen a reduction in the Council core funding. The increase in employers' national insurance contributions has had a negative impact on the budget position.

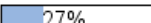
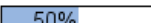
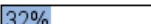
SRR-02 Organisation's Internal Capacity to Deliver

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 councils 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. 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. Inability to compete with Private Sector salaries Uncertainty around Local Government Reorganisation	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.	. Quarterly Performance Clinics monitor capacity and performance, flagging up any issues impacting on the Council's ability to deliver its Corporate Plan. (Link) . CLT discusses and makes key decisions on staffing matters following Performance Clinics . Regular Portfolio Holder Briefings held keeping Members informed of current activity / developments which can impact on capacity (When / Link) . 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) . Personal Development Review process which identifies skills gaps within the organisation and promotes development. . 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) . 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) . Staff Engagement Sessions and Briefings to keep staff involved and informed. . Use of consultants / agency staff to deliver key projects whilst vacancies are filled. . Dynamic IT and Digital Strategies in place to support hybrid working. . Effective Utilisation of Apprenticeship Levy year on year. . Reorganisation will present lots of new opportunities for staff.
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Linked Actions					
CP25 1.03 Continuous Improvement			Sarah Astin-Wood; Howard Culshaw; David Walker	31-Mar-2026	Why is the action red, amber or green? This action is green with one milestone overdue. It is overall expected to complete on time. What are you doing to maintain or improve the situation? Work on all milestones is due to start in Q2 following additional feedback and direction from CLT.
CP25 1.04 Liberata Contract			Sarah Astin-Wood; Marie Mason	31-Mar-2026	Why is the action red, amber or green? This action is green and is expected to complete on time. Good progress has been made in Q1. What are you doing to maintain or improve the situation? Annual review of the Performance Management Framework is now overdue as two Customer Services measures are yet to be agreed (the target for TS 1 - % of telephone customers greeted within 40 seconds and the methodology for a Customer Satisfaction measure). The remainder of the framework was agreed in a timely manner and is in place. Governance arrangements are still under review. Management and governance of the contract was discussed at CMT on 8th July 2025. Work continues in this area to establish improvements in the governance arrangements around the contract which also includes more accountability and oversight from CMT. Work is ongoing to establish how savings can be achieved, such as undertaking a review of the contract, assessing Value for Money, delivering improvements in our digital services, IT

					infrastructure and customer interactions through the Customer & Digital Strategy and ICT Strategy. The Council's proposal to bring back in-house the Exempt Accommodation from the Revenues & Benefits Service is still under negotiation with the next meeting scheduled for 24th July 2025. Workshop with ICT colleagues to be planned following the workshop with CS colleagues on 10 July.
CP25 1.08 Online Services			Sarah Astin-Wood; Howard Culshaw	31-Mar-2026	Why is the action red, amber or green? Whilst this action is green, there has been a delay in the review of streaming live meetings. What are you doing to maintain or improve the situation? This delay has been due to the decision to invest in high tech live streaming equipment being under review. This is due to Phase 1 of LGR being due to take place in 2028 which could make any investment redundant. The Performance Clinic (22/7/25) discussed this item and agreed to consider the option for installation in the Council Chamber only with one camera. Appropriate demo and quotes to be sought to enable informed decision to be made on how to progress. Workshop with Customer Services colleagues planned for 10 July to start identifying actions for a delivery plan. Future workshops also being planned to continue this work and to also progress work on the IT Strategy with IT colleagues. Customer Contact & Digital Strategy and IT Strategy approved by Council on 10th July 2025.
CP25 1.09 Staff Values and Achievements			Sarah Astin-Wood; Danielle Mulderrig	30-Sep-2025	Why is the action red, amber or green? This action is green with good progress being made on both milestones in Q1. What are you doing to maintain or improve the situation? The process of collecting feedback from staff on the recognition scheme and PDR process is well underway and the results are due in early Q2.
CP25 2.04 Behaviour Change Campaigns			David Walker	31-Mar-2026	Why is the action red, amber or green? This action is green and on target with good progress being made on all milestones in Q1.

					What are you doing to maintain or improve the situation? Cleaner Neighbourhood events to be held 5th and 19th July and 2nd August. 5th July Tunstill Square Brierfield. This year's events will be supported by staff from Pendleside Hospice. The emphasis of the campaign is to re-home, re-use or recycle moving away from previous campaigns of bin it don't dump it. Further events will be held in Nelson Southfield area and Colne Waterside area. Project to raise awareness of the need to remove containers from the highway after emptying is predominantly led by Lancashire Fire and Rescue service and will be used to promote the need to remove combustible items such as waste containers from the highway late Autumn into winter. Leaflets have been designed but remain in draft awaiting PBC logo and final checks. It is likely the campaign will be run in October / November as part of the Bright Sparxs initiatives. PBC officers are still actively dealing with waste containers left on the public highway through section 46 enforcement cases. 445 cases commenced in Quarter 1. The Service Area unsuccessfully bid for Keep Britain Tidy funding which would have been used to complete additional cleansing within areas of high footfall and chewing gum staining. The service is currently monitoring areas across the Borough to identify where small, targeted intervention would be of benefit. Investigative work will be completed late August allowing campaigns to be delivered in September and October. Communications previously used are being re-visited and refreshed in preparation for this year's campaigns.
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Latest Note

Quarter 1, 2025/26 Review:

Risk Score remains unchanged. Recruitment of a new permanent Chief Executive has been completed with a start date of 06/10/2025. Interim Chief Executive to remain in post until 7th October 2025.

There are still vacancies in key service areas and Heads of Service are working to fill these (such as Engineering, Estates, Accounts, Communications, Climate Change Officer & Planning).

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

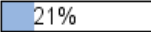
Risk Owner David Walker - Assistant Director - Operational Services

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. 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					
CP25 1.11 Waste and Recycling			David Walker	31-Mar-2026	Why is the action red, amber or green? This action is green with good progress being made on all milestones. What are you doing to maintain or improve the situation? Investigative discussions held with third party provider to explore possibility of entering into direct agreement with them for the management of our collected waste and recycling materials. Ongoing discussions taking place with LCC. Possibility of sharing expenditure and future potential savings on disposal costs being explored. Informal commitment from LCC to partly fund disposal agreement

					with third party provided. LCC have since changed political leadership. Awaiting outcome of discussions between new cabinet Members and Directors to pursue further. Initial communication meetings held. Awaiting LCC communication plan for County wide messages. Requested Week commencing 30th June 2025. Draft programme discussed. Messages to go with annual leaflet November 25, prior to caddies being delivered February 26 and prior to scheme fully starting 30th March 2026 Fleet Maintenance Work ongoing. Further demonstrations arranged late July. Investigation on possible providers identifies 4 companies interested in the opportunity through Yorkshire Purchasing Organisation framework. Investigation into other frameworks ongoing. Specification being drafted.
CP25 2.04 Behaviour Change Campaigns			David Walker	31-Mar-2026	Why is the action red, amber or green? This action is green and on target with good progress being made on all milestones in Q1. What are you doing to maintain or improve the situation? Cleaner Neighbourhood events to be held 5th and 19th July and 2nd August. 5th July Tunstill Square Brierfield. This year's events will be supported by staff from Pendleside Hospice. The emphasis of the campaign is to re-home, re-use or recycle moving away from previous campaigns of bin it don't dump it. Further events will be held in Nelson Southfield area and Colne Waterside area. Project to raise awareness of the need to remove containers from the highway after emptying is predominantly led by Lancashire Fire and Rescue service and will be used to promote the need to remove combustible items such as waste containers from the highway late Autumn into winter. Leaflets have been designed but remain in draft awaiting PBC logo and final checks. It is likely the campaign will be run in October / November as part of the Bright Sparxs initiatives. PBC officers are still actively dealing with waste containers left on the public highway through section 46 enforcement cases. 445 cases commenced in Quarter 1. The Service Area unsuccessfully bid for Keep Britain Tidy funding which would have been used to complete additional cleansing

					within areas of high footfall and chewing gum staining. The service is currently monitoring areas across the Borough to identify where small, targeted intervention would be of benefit. Investigative work will be completed late August allowing campaigns to be delivered in September and October. Communications previously used are being re-visited and refreshed in preparation for this year's campaigns.
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Latest Note					
Quarter 1 2025/26 Review: Risk score reviewed and remained at Impact 4 (Major) and Likelihood 5 (Almost Certain) 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. Ongoing discussions held with LCC regarding continued use of Pendle Transfer Station for domestic waste. Next meeting 17th July 2025. Pendle has entered into direct agreement with SUEZ for the bulking of commercial waste at Regent Street.					

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.

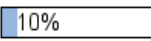
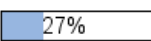
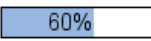
Effective controls in this area can prevent cyber security incidents and regulatory breaches, as well as facilitate business continuity, disaster recovery, risk identification and mitigation across the organisation.

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. . Ineffective information governance arrangements, such as poor quality, out-dated or non-existent necessary documentation, e.g. ROPA, IAR, and Data Flow Maps. . Human error due to a lack of awareness, training and resource. . Weak information governance culture within the organisation. . Inadequate risk management arrangements around information governance risk identification, assessment and analysis. . 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. . Financial and/or reputational damage to the Council. . Inability to respond effectively in the event of a cyber-attack or loss of data. . Weak information governance culture within the organisation. . Data Protection Breach. . Data Retention Breach. . 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. • 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). • 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. • Bi-annual KB4 Management Group meetings take place which includes representatives from Pendle Leisure Trust (PLT) & Liberata IT Services. • KB4 training compliance is reported to Heads of Service monthly and to the CGSG at least 6mthly. • 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.
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Linked Actions					
CP25 1.02 Local Government Reorganisation			Karen Spencer; Phillip Spurr	28-Nov-2025	Why is the action red, amber or green? This milestone is green and on track for delivery. What are you doing to maintain or improve the situation? Consultants have been appointed to model the preferred options. Stakeholder consultation will be undertaken. On track to submit the proposal to government by the 28th of November 2025.
CP25 1.08 Online Services			Sarah Astin-Wood; Howard Culshaw	31-Mar-2026	Why is the action red, amber or green? Whilst this action is green, there has been a delay in the review of streaming live meetings. What are you doing to maintain or improve the situation? This delay has been due to the decision to invest in high tech live streaming equipment being under review. This is due to Phase 1 of LGR being due to take place in 2028 which could make any investment redundant. The Performance Clinic (22/7/25) discussed this item and agreed to consider the option for installation in the Council Chamber only with one camera. Appropriate demo and quotes to be sought to enable informed decision to be made on how to progress. Workshop with Customer Services colleagues planned for 10 July to start identifying actions for a delivery plan. Future workshops also being planned to continue this work and to also progress work on the IT Strategy with IT colleagues. Customer Contact & Digital Strategy and IT Strategy approved by Council on 10th July 2025.
SRR-03.03 Information Asset Register (IAR) and Record of Processing Activity (ROPA) to be reviewed and updated			Howard Culshaw	31-Dec-2025	Why is the action red, amber or green? This action is now green with the new deadline of 31/12/2025. This is due to acceptance of a proposal from MIAA to refresh the Council IAR & ROPA. What are you doing to maintain or improve the situation?

					Work will start in July with MIAA to refresh the Council IAR & ROPA.
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Latest Note					
Review Quarter 1, 2025/26: Risk reviewed and maintained at 4:4. This score is anticipated to drop following work scheduled later this year. Work underway to deliver the mitigating actions related to this risk and the internal audit recommendations. A proposal from MIAA to update the Councils IAR & ROPA has been received and approved. Work will start in July and should be completed by the end of 2025. This will significantly improve the Councils information governance arrangements.					

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.

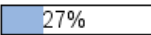
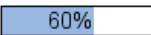
To minimise the Council's cyber risk and ensure the operational resilience in the event of an incident. The Council operates within a wider cyber security context and cannot directly control the level of threat posed.

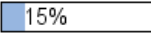
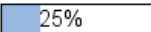
Failure to manage this risk will lead to reductions in efficiency / capacity and ability to respond effectively in the event of a cyber incident, as well as significant potential financial and reputational damage.

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. Ineffective operational resilience. Human error due to a lack of awareness, training and resource. Owners / administrators and deputies not identified for key systems.	Cyber security incident resulting in loss of data, systems and / or reputational damage. IT systems not being used to their full potential, impacting on resource and resilience. Inability to respond effectively to system upgrades, management, maintenance and development. 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 . 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. . KB4 training compliance is reported Heads of Service monthly and to the CGSG at least 6mthly. . Bi-annual KB4 Management Group meetings take place which includes reps from Pendle Leisure Trust (PLT) & Liberata IT Services . Information Security Handbook in place - last reviewed in June 2024. . Constant KB4 Phishing “dip test” conducted and reported to managers . Monthly IT Programme Board governance meetings take place between PBC and Liberata IT Services . Monthly PSG Meetings take place where the IT Risk Register is reviewed . Cyber Treatment Plan successfully delivered and reviewed quarterly by IT, PBC and Local Digital Team . Cyber Essentials accreditation achieved in September 2024.

		. Cyber Essentials Plus assessment undertaken in November 2024 and certification received early December 2024. . Idox User Group in place and active [meeting frequency, etc] . Frequent communications issued relating to cyber security to raise awareness, inform of current threats, etc. . 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. . Digital 360 Peer Review undertaken in December 2024.
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Linked Actions					
CP25 1.02 Local Government Reorganisation			Karen Spencer; Phillip Spurr	28-Nov-2025	Why is the action red, amber or green? This milestone is green and on track for delivery. What are you doing to maintain or improve the situation? Consultants have been appointed to model the preferred options. Stakeholder consultation will be undertaken. On track to submit the proposal to government by the 28th of November 2025.
CP25 1.08 Online Services			Sarah Astin-Wood; Howard Culshaw	31-Mar-2026	Why is the action red, amber or green? Whilst this action is green, there has been a delay in the review of streaming live meetings. What are you doing to maintain or improve the situation? This delay has been due to the decision to invest in high tech live streaming equipment being under review. This is due to Phase 1 of LGR being due to take place in 2028 which could make any investment redundant. The Performance Clinic (22/7/25) discussed this item and agreed to consider the option for installation in the Council Chamber only with one camera. Appropriate demo and quotes to be sought to enable informed decision to be made on how to progress. Workshop with Customer Services colleagues planned for 10 July to start identifying actions for a delivery plan. Future workshops also being planned to continue this work and to also progress work on the IT Strategy with IT colleagues. Customer Contact & Digital Strategy and IT Strategy approved by Council on 10th July 2025.
SRR-03.03 Information Asset Register (IAR) and Record of			Howard Culshaw	31-Dec-	Why is the action red, amber or green?

Processing Activity (ROPA) to be reviewed and updated				2025	This action is now green with the new deadline of 31/12/2025. This is due to acceptance of a proposal from MIAA to refresh the Council IAR & ROPA. What are you doing to maintain or improve the situation? Work will start in July with MIAA to refresh the Council IAR & ROPA.
SRR-03.10 Review feedback / next steps from MHCLG re CAF scoping / self-assessment submission and progress further actions / work as required			Sarah Astin-Wood; Marie Mason; Daniel McCaffrey	31-Dec-2025	No additional action has been taken this quarter.
SRR-03.11 Replace the current existing perimeter firewalls			Sarah Astin-Wood; Marie Mason	30-Sep-2025	Why is the action red, amber or green? This action is green but may overrun into October / November 2025. What are you doing to maintain or improve the situation? The Firewall replacement project is well underway and BT have begun work on replacing and upgrading the main internet circuits in the Nelson Town Hall. The length of time that this work takes is out of the control of the Council and Liberata IT Services as it is carried out by a 3rd party contractor commissioned by BT. Upon completion Liberata IT will be able to make rapid progress on the replacement of our existing firewalls.
SRR-03.13 IT Programme Board exploring document labelling options / polices in O365 for protecting sensitive data without data classification and applying labels.			Sarah Astin-Wood; Daniel McCaffrey	31-Dec-2025	Why is the action red, amber or green? This action is now green with a revised and more realistic date. What are you doing to maintain or improve the situation? Initial DLP policies are presently being tested and refined and will then be tested using a pilot group before full council rollout. Labelling options and policies will be explored further. As an initial action all data captured in the MIAA update of the IAR and ROPA will be classified in terms of sensitivity and retention.

Latest Note

Review Quarter 1, 2025/26:

Risk score remains unchanged. Likely a major impact due to the Councils extensive use of ICT in its day-to-day work 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

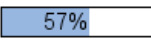
Risk Owner Neil Watson - Assistant Director - Planning, Economic Development & Regulatory Services

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 health outcomes for the residents of Pendle.

Original Risk Score		Current Risk Score	Target Risk Score
9		12	9
Impact Scores	3 - Moderate	4 - Major	3 - Moderate
Likelihood Scores	3 - Moderate	3 - Moderate	3 - Moderate

Causes	Consequences	Internal Controls & Mitigations
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.	• Monthly meeting of Local Plan Steering Group to give oversight and governance to meet targets. • Contributed to Government Planning Policy consultation and ensuing changes were reported to Committee to help steer the Plan effectively through the changes. • Data driven approach to Local Plan design. • Public consultations conducted and outcomes reported to Executive as required. • Steering Group for Local Plan meets monthly.

Linked Actions					
CP25 3.01 An ambitious Local Plan			Neil Watson	31-Mar-2026	Why is the action red, amber or green? There has been excellent progress on this action in Q1 and it is expected to complete on time. What are you doing to maintain or improve the situation?The Examination in Public is proceeding and the hearing sessions will finish on 17 July 2025. The Inspector will present his findings in the autumn.

					Pendle has participated in all of the consultations. The legislation for the new Local Plan process is expected to be issued in the autumn when full preparation can take place.
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Latest Note
Quarter 1, 2025/26 Review: The Current Risk Score remains the same. The Examination in Public is proceeding and the hearing sessions will finish on 17 July 2025. The Inspector will present his findings in the autumn. Pendle has participated in all of the consultations. The legislation for the new Local Plan process is expected to be issued in the autumn when full preparation can take place.

SRR-05 Effective Contract Performance Management - Liberata UK

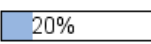
Risk Owner Sarah Astin-Wood - Head of Policy & Commissioning

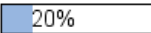
The Council's ability to ensure value for money is delivered from the Council's key high value contract with Liberata UK Ltd. There is a risk that the Council's performance management framework is ineffective and doesn't provide the right information to inform effective and timely decision-making.

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 - 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. - Regular (When) contract meetings held between the Council's Director of Resources and Liberata's Local Government Regional Manager. - 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. - Annual Performance Framework Review is undertaken to ensure the framework remains fit for purpose.

Linked Actions					
SRR-05.05 Review of governance arrangements			Sarah Astin-Wood; Marie Mason	31-Jul-2025	Management and governance of the contract was discussed at CMT on 8th July 2025. Work continues in this area to establish improvements in the governance arrangements around the

					contract which also includes more accountability and oversight from CMT.
SRR-05.06 Liberata Performance Framework reviewed and updated			Marie Mason	31-Jul-2025	This is now overdue as two Customer Services measures are yet to be agreed (the target for TS 1 - % of telephone customers greeted within 40 seconds and the inclusion of / methodology for a Customer Satisfaction measure). The remainder of the framework was agreed in a timely manner and is in place. The Council continues to review and assess performance on TS 1 based on the previous target (80%). Discussions are continuing with Liberata in earnest with regards these outstanding measures and the current position with the framework is due to be presented to the Joint Partnership Board which is scheduled for 17th July 2025.

Latest Note

Quarter 1, 2025/26 Review:

No major changes impacting risk score, it has been reviewed and remains the same.

The Performance Management Framework has been agreed in the main with just two Customer Services measures to be finalised. It is hoped these negotiations will be completed shortly.

Management and governance of the contract was discussed at CMT on 8th July 2025. Work continues in this area to establish improvements in the governance arrangements around the contract which also includes more accountability and oversight from CMT.

The IT Strategy and Customer Contact & Digital Strategies were both approved at Council on 10th July 2025, with workshops scheduled to develop the required action plans to deliver these.

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

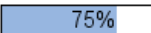
Risk Owner Phillip Spurr - Director of Place

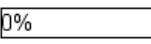
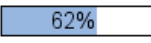
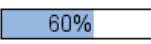
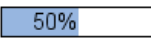
The Council's ability to deliver on the agreed major programmes and projects as planned, within budget and within timescales is reliant on having the right people in place in the right jobs, to focus on key programmes, including: LUF, Nelson Town Deal, UKSPF, Joint Venture (JV) Partnership Schemes, new cemetery facilities in Nelson, and a new Waste Transfer arrangements. 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					
CP25 3.02 UK Shared Prosperity Fund (SPF)			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	Why is the action red, amber or green? On target to achieve in planned timescales. What are you doing to maintain or improve the situation? Funding approved. Revised programme agreed and currently

					being delivered as planned.
CP25 3.05 Nelson Town Deal			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	Why is the action red, amber or green? This action is green with good progress having been made on this action in Q1. Possession of Pendle Rise has been secured and the procurement of a demolition company is now underway. In addition the contract between PBC and NCC has been signed meaning they are on target to open the digital skills hub on schedule. What are you doing to maintain or improve the situation? Demolition of Pendle Rise is anticipated to start in September / October 2025 and complete in March 2026. We will continue to support NCC in the opening of the Digital Skills Hub.
CP25 3.07 Plan for Neighbourhoods (Nelson)			Sarah Astin-Wood; Gill Dickson	31-Mar-2026	Why is the action red, amber or green? This action is green with significant progress being made in Q1. It is expected to complete on time. What are you doing to maintain or improve the situation? Programme Manager and Community Development Officer now in post. Neighbourhood Board has met in April and June. A work plan has been developed and there's agreement to establish a short-term Steering Group to review and align the existing LTPT Investment Plan with the updated Plan for Neighbourhoods intervention list.
CP25 3.09 Colne Levelling Up Programme			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	Why is the action red, amber or green? The refurbishment and re-opening of Colne Market Hall has been delayed but is expected to complete in Q3. What are you doing to maintain or improve the situation? Work is ongoing with a new completion date of early 2026.
CP25 3.10 PEARL/PEARL Together			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	Why is the action red, amber or green? There have been some delays experienced with the Further Clough Head site. What are you doing to maintain or improve the situation? Requirements for numerous additional searches and surveys at Further Clough Head, such as mineshaft, archaeology and services have caused delays. We are working to meet these requirements as quickly as possible.

					Spring Mill development is well underway with some units already being sold.
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Latest Note
Quarter 1, 2025/26 Review: Risk score reviewed in Q1 and there is no change this quarter. Existing programmes and projects will carry on. In March 2025 revised guidance was received of continuation of the Long Term Town plan programme now known as the Plan for Neighbourhoods. 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

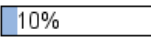
The Council's ability to deliver effective decision making by Members.

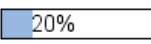
Failure to achieve strong political balance and buy-in will affect the decision-making processes, hindering delivery of key projects / corporate priorities.

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		12	9
Impact Scores	4 - Major	4 - Major	3 - Moderate
Likelihood Scores	4 - Likely	3 - Moderate	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 • Constitution guiding member actions and behaviour • Constitution review undertaken annually. • Inductions for all new members • Member Newsletter issued monthly to keep Members informed of current activity • Delivery of a relevant, responsive and effective Member training programme. • Member Code of Conduct in place and reviewed annually. • Governance & Committee Structure in place. • Regular meetings with Portfolio Holders and CMT.

Linked Actions					
CP25 1.02 Local Government Reorganisation			Karen Spencer; Phillip Spurr	28-Nov-2025	Why is the action red, amber or green? This milestone is green and on track for delivery. What are you doing to maintain or improve the situation? Consultants have been appointed to model the preferred options. Stakeholder consultation will be undertaken. On track to submit

					the proposal to government by the 28th of November 2025.
CP25 1.05 Governance			Karen Spencer; Phillip Spurr	31-Mar-2026	MIAA have been commissioned to update the Councils IAR & ROPA. As part of this basic data classification and retention will also be actioned. The review of the Council's Constitution continues to progress. The Value for Money actions continue to be implemented. With regards our arrangements for good governance practice, a Corporate Governance Assurance Framework has been developed, the Council's Local Code of Corporate Governance has been reviewed and strengthened and the draft Annual Governance Statement 2024/25 has been compiled in line with the recommendations in the CIPFA / SOLACE Delivering Good Governance in Local Government: Framework Addendum. These have been developed in consultation with the Council's Director of Resources, Monitoring Officer and Senior Internal Audit Manager (MIAA) and reviewed by the Corporate Governance Steering Group and Corporate Management Team. They will now be presented to Accounts and Audit Committee on 29th July 2025.

Latest Note

Quarter 1 2025/26 Review:

Score reviewed and reduced Likelihood from 4 (Likely) to 3 (Moderate). This is due to the appointment of a new leader by the Council and the formation of a new joint administration under that new leadership. This has significantly reduced the likelihood of instability in the Council.

A presentation by Anthony Collins (Solicitors) on Joint Venture (JV) governance was delivered in May. The advice given there will be further disseminated at the meeting of the Executive in August, further reducing the risk around JV governance.

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

Risk Owner David Walker - Assistant Director - Operational Services

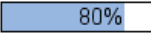
Sufficiently robust BCP and EP arrangements not in place placing the Council at high level of risk. It is likely that extreme weather impacts on delivery of day-to-day services and on our vulnerable residents will become more prevalent in coming years. As a District Council, PBC has access to fewer resources 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. 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. There remains a persistent risk of Pandemics and infectious diseases.	Impact on infrastructure (roads/ highways/ vulnerable people/ front door services). 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. 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 • Disaster Recovery Plan in place • Resilience Direct Workshops • Weekly Out Of Hours (OOH) lists maintained (PBC & PLT) • PLT Keyholder list maintained • Liberata contact list maintained • BCP, DR & EP policies reviewed annually. • DR test scheduled for January 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 Countywide mutual aid agreement which confirms a commitment from each organisation to provide support if able to do so during times of emergencies. (<i>DM CHECK - Refresh completed and shared yet?</i>) • 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.			David Walker	31-Mar-2026	Discussion on out of hour call out arrangements to be held at CLT 15th July 2025.
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Latest Note

Quarter 1 2025/26 Review:

Risk score reviewed and maintained at 4:3 due to the potential financial and operation impacts and the history of occurrence and recent misses.

Created an Emergency Plan WhatsApp Group for CMT and Emergency planning team Members. Whats app notifications issued to the group through November and December provided faster connection with senior leads and key staff members.

Discussion on out of hour call out arrangements to be held at CMT 14th January 2025.

Risk score reviewed and retained. Controls and mitigation remain the same.

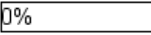
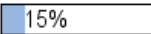
Discussion on out of hour call out arrangements to be held at CLT 15th July 2025.

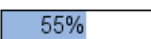
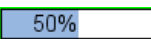
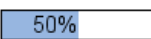
SRR-09 Achievement of carbon neutral targets by 2030

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. Funding and budget for transformation is not identified / available. Capacity and resource – the Council does not have a dedicated Climate Change Officer but is looking to imbed as part of the culture of the organisation.	Financial penalty for not achieving targets Reputational Damage Long term impacts of climate change on local communities External scoring by Climate UK	. Climate Emergency working group meetings (Link) . Quarterly monitoring of relevant PI's to ensure continuous improvement . Agile working and flexible working reduces carbon emissions . New energy contract secured for energy services (When) . Use of HVO (Hydro-treated Vegetable Oil) in part of the PBC vehicle fleet . Internal annual carbon reduction targets in place. . Annual Carbon Emissions Report produced . Energy review of leisure sites has been commissioned and will be undertaken by APSE December 2024 . Up to date strategy and action plan in place and is being delivered (Link)

Linked Actions					
CP25 2.03 Climate Change and Biodiversity		15%	Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	UPDATE AWAITED

CP25 2.04 Behaviour Change Campaigns			David Walker	31-Mar-2026	Why is the action red, amber or green? This action is green and on target with good progress being made on all milestones in Q1. What are you doing to maintain or improve the situation? Cleaner Neighbourhood events to be held 5th and 19th July and 2nd August. 5th July Tunstill Square Brierfield. This year's events will be supported by staff from Pendleside Hospice. The emphasis of the campaign is to re-home, re-use or recycle moving away from previous campaigns of bin it don't dump it. Further events will be held in Nelson Southfield area and Colne Waterside area. Project to raise awareness of the need to remove containers from the highway after emptying is predominantly led by Lancashire Fire and Rescue service and will be used to promote the need to remove combustible items such as waste containers from the highway late Autumn into winter. Leaflets have been designed but remain in draft awaiting PBC logo and final checks. It is likely the campaign will be run in October / November as part of the Bright Sparxs initiatives. PBC officers are still actively dealing with waste containers left on the public highway through section 46 enforcement cases. 445 cases commenced in Quarter 1. The Service Area unsuccessfully bid for Keep Britain Tidy funding which would have been used to complete additional cleansing within areas of high footfall and chewing gum staining. The service is currently monitoring areas across the Borough to identify where small, targeted intervention would be of benefit. Investigative work will be completed late August allowing campaigns to be delivered in September and October. Communications previously used are being re-visited and refreshed in preparation for this year's campaigns.
CP25 3.03 Green Growth			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	Whilst progress here is currently on target (green), delivery is likely to be delayed due to the loss of the Climate Change Officer. The Council is actively recruiting to fill the vacant post.
CP25 4.01b Deliver energy saving schemes			Karen Spencer; Phillip Spurr	31-Mar-2026	Why is the action red, amber or green? This milestone is green and on track for delivery. What are you doing to maintain or improve the situation? Implementation of the public sector decarbonisation fund is on track and underway. Progress is expected throughout 2025/26.

CP25 4.02 Green Spaces			David Walker	31-Mar-2026	Why is the action red, amber or green? This priority is on target with good progress being made on all milestones in quarter 1. What are you doing to maintain or improve the situation? Initial Designs for Colne Skate Park shown to Colne and District Committee in May. Concerns raised around the risk of Anti Social Behaviour in the area of the Leisure centre. Colne Town Council being asked to consider re-location to Alkincoats Park. Work progressing on planning submission and new designs are being created showing parking spaces to alleviate concerns around congestion when the application is submitted. Marsden Pump Track designs agreed, Formal tender to be issued week commencing 7th July 2025 Healthy Town Projects progressing well: Victoria Park playground to be installed September after school holidays; Marsden park tender awarded for surfacing improvements. Initial feedback work to commence late July 2025; Walverden works completed. Minor improvements to signage and street furniture to be considered if funding allows. Volunteer opportunities at local nature reserves have been created. 15 events held in quarter 1. 179 volunteers attended. Events have included Balsam Bash - Weed removal Victoria and Ballgrove, wildflower sowing, Orchard planting, Litterpicks, scouts work events, and infrastructure improvements in Lomeshaye nature reserve.
CP25 4.03 Cycleways and Footpaths			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	UPDATE AWAITED – MAY BE PROPERTY & ENGINEERING OR OPS
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			Phillip Spurr	31-Mar-2025	Work is ongoing in this area. The Decarbonisation Funding bid has been successful and implementation works are to be carried out throughout 2025/26.

Latest Note

Quarter 1, 2025/26 Review:
Risk score reviewed in Q1 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.

The Council's Climate Change Officer has resigned and recruitment is now underway for a permanent successor.

Climate Emergency Strategy has been approved by Executive and full Council.

The Decarbonisation Funding bid was successful with implementation works taking place throughout 2025/26.

SRR-10 Safeguarding of residents

Risk Owner Sarah Astin-Wood - Head of Policy & Commissioning

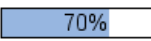
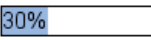
The Council needs to ensure that all employees are aware of the organisation's responsibilities in relation to safeguarding children and vulnerable adults. Life in Pendle survey highlighted residents' perception of concerns around safeguarding incidents witnessed in their communities. Safeguarding cases 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		12	4
Impact Scores	3 - Moderate	4 - Major	2 - Minor
Likelihood Scores	3 - Moderate	3 - Moderate	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
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.	• Safeguarding policy review (Next scheduled June 2025) • Statutory training for Taxi drivers for new drivers and a 3yr refresher delivered via an online package. • Partnership work with LCC, NHS & Police • All Staff undertook Safeguarding Training (basic awareness) in September 2022. • Refresher training will be developed and delivered following Safeguarding Policy reviews. • Identified front-line staff undertook Safeguarding Level 2 Training in November 2022 (face-to-face). • 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					
CP25 4.07 Taxi Licensing			Neil Watson	30-Sep-2025	Why is the action red, amber or green? There has been excellent progress on this priority and it is expected to complete on time. What are you doing to maintain or improve the situation?

					The proposed changes have been agreed by the Executive and Taxi Licensing Committee. The final decision will be taken by Council in September.
SRR-10.04 Revise Safeguarding Policy & Practice (Children & Adults)			Gill Dickson	31-Jul-2025	Why is the action red, amber or green? Safeguarding policy reviewed and going to Council for approval on 10 July 2025. The previous separate policies for children and adults have become a single policy. What are you doing to maintain or improve the situation? Posters showing the reporting process will be posted in council buildings. Staff and Member training will follow in September/October.
SRR-10.05 Deliver Safeguarding and Prevent Training to all Staff			Gill Dickson	30-Nov-2025	Why is the action red, amber or green? This action is on target and progressing well. 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 1 2025/26 Review:

Risk score reviewed and remains unchanged.

A revised Safeguarding Policy is going to Council on 10 July for approval. Staff training will follow the review ensuring that all PBC staff are current and competent with regards to their safeguarding duties.

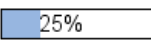
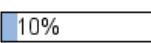
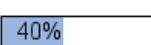
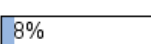
A follow up on the online, national Prevent training delivered to all staff is also scheduled for 2025 as well as face to face training for all frontline Operational Services staff.

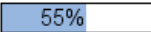
SRR-11 Public Health and Wellbeing

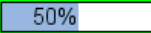
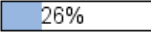
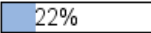
Risk Owner	Phillip Spurr - Director of Place		
Poor public health outcomes for the people of Pendle Borough Council			
. poor health, etc			
. High number of terraced housing in certain parts of the borough			
. High levels of Deprivation			
. DFG programme – backlog and underspending			
Failure to manage 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		16	9
Impact Scores	4 - Major	4 - Major	3 - Moderate
Likelihood Scores	4 - Likely	4 - Likely	3 - Moderate

Causes	Consequences	Internal Controls & Mitigations
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). Lower than average life expectancy and healthy life expectancy.	- Holiday Activities and Food programme delivered throughout the year (Link) - Regeneration Steering Group managing PBC regeneration projects (Link) - Nelson Town Deal Board managing grants to local businesses, improving resilience and helping with growth (Link) - Comprehensive Homelessness Support framework in place (Link) - Integrated Care Board (when / link – Gill would know) - UKSPF, LUF, Nelson Town Deal, £20m Long Term Towns Fund for Nelson have health dimension. - Health and Wellbeing plan agreed and in place (Link) - Increased pride in place identified in latest pendle survey - Cost of living interventions in place (Link) - 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 - 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) . PBC working with health partners to put in place a clear forward plan.
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Linked Actions					
CP25 2.01 Confident Communities			Sarah Astin-Wood; Gill Dickson; Sandra Farnell	31-Mar-2026	Why is the action red, amber or green? Progress has been made on this action with further work planned in July. It is expected to complete on time. What are you doing to maintain or improve the situation? Pendle Partnership meeting planned for July. All partners asked to share their vision and strategic objectives to help identify synergies and opportunities for alignment.
CP25 2.05 Community Safety			Sarah Astin-Wood; Gill Dickson; Tim Horsley	31-Dec-2025	Why is the action red, amber or green? Work on this action is progressing and it is expected to complete on time. What are you doing to maintain or improve the situation? Using the Pendle District Needs Assessment to prepare a workshop to identify priorities and actions for an updated Strategic Action Plan. Using the 2025 Serious Violence Needs Assessment to update actions in the Pennine Action Plan and develop a local task and finish group as agreed by the Pendle CSP.
CP25 2.07 Community Cohesion			Sarah Astin-Wood; Gill Dickson; Tim Horsley	31-Mar-2026	Why is the action red, amber or green? There has been good progress made on this action and it is expected to complete on time. What are you doing to maintain or improve the situation? Community Cohesion and Community Engagement strategies approved by Council in May. Worked commenced with partners on the cohesion action plan.
CP25 3.11 Housing/Regeneration			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	Why is the action red, amber or green? Delays have been experienced with the Bankhouse Road site but work is ongoing. What are you doing to maintain or improve the situation? The Bankhouse Road, Nelson site is out to market until

					September 2025 and we will then assess responses from potential developers. Initial conversations with landowners with regards the potential development of Lomeshaye Phase 2 have taken place. Bunkers Hill, Colne potential development requires consideration of options with LCC highways to allow independent access to the site and also to have updated environmental survey to determine the status of Japanese Knotweed on this site.
CP25 4.01 Indoor Leisure Review			Karen Spencer; Phillip Spurr	31-Mar-2026	Why is the action red, amber or green? Good progress is being made and is on track for delivery within the agreed timescales. What are you doing to maintain or improve the situation? A contractor has been procured for the Wavelengths extension scheme and planning consent is in place. Start on site planned for Autumn and completion is expected before 31st March 2026. With regards energy savings schemes, implementation of the public sector decarbonisation fund is on track and underway. Progress is expected throughout 2025/26.
CP25 4.02 Green Spaces			David Walker	31-Mar-2026	Why is the action red, amber or green? This priority is on target with good progress being made on all milestones in quarter 1. What are you doing to maintain or improve the situation? Initial Designs for Colne Skate Park shown to Colne and District Committee in May. Concerns raised around the risk of Anti Social Behaviour in the area of the Leisure centre. Colne Town Council being asked to consider re-location to Alkincoats Park. Work progressing on planning submission and new designs are being created showing parking spaces to alleviate concerns around congestion when the application is submitted. Marsden Pump Track designs agreed, Formal tender to be issued week commencing 7th July 2025 Healthy Town Projects progressing well: Victoria Park playground to be installed September after school holidays; Marsden park tender awarded for surfacing improvements. Initial feedback work to commence late July 2025; Walverden works completed. Minor improvements to signage and street furniture to be considered if

					funding allows. Volunteer opportunities at local nature reserves have been created. 15 events held in quarter 1. 179 volunteers attended. Events have included Balsam Bash - Weed removal Victoria and Ballgrove, wildflower sowing, Orchard planting, Litterpicks, scouts work events, and infrastructure improvements in Lomeshaye nature reserve
CP25 4.03 Cycleways and Footpaths			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	UPDATE AWAITED – SEE ABOVE
CP25 4.04 Health and Wellbeing			Sarah Astin-Wood; Gill Dickson	31-Mar-2026	Why is the action red, amber or green? Good progress has been made on this action with it expected to complete on time. What are you doing to maintain or improve the situation? Working with Health and Wellbeing Partnership. Annual Health summit held in June at Fundaland. Over 80 attendees, all from a range of community health organisations. Partnership Healthy Weight Declaration launched in June. Successful Easter HAF delivered. In process of transitioning HAF coordination to PLT. This is going well, with PLT working closely with Programme Officer to plan Summer HAF. Bookings now open for summer and places booking up quickly on the summer holiday clubs. HSF now launched. Programme focuses on preventative support with more investment in community support, rather than cash vouchers for eligible residents. The Application Scheme, administered by Citizens Advice on behalf of PBC, opened end of June Work with NHS partners ongoing discussions held with PCN West and Pendle Rise Developer to scope potential for GP and diagnostic health space in new development.
CP25 4.05 Housing Standards			Sarah Whitwell	31-Mar-2026	Why is the action red, amber or green? This milestones of the action are all on track for delivery. There has been good progress made in Q1. What are you doing to maintain or improve the situation? BRE, commissioned to complete the housing stock modelling survey, have delivered a 16-18 week project plan (20/10/2025). On completion the report findings will be presented to CMT &

					Members. Work to reduce the number of LTE homes is underway with a new Empty Homes Officer now in post. They are collecting a list of priority empty homes. Options to CPO appropriate LTE homes is being explored. We are also looking at properties with long term debt and options to get them back in to use. This is linked to the Councils effort to improve the provision of temporary accommodation. Progress has been made on both LCC affordable warm scheme and the cosey homes scheme. The Council has received £44,000 in funding for 2025/26 and an additional £30,000 from the "Cosey Homes in Lancashire" scheme. Using these resources, we are actively looking to deliver the warmth scheme in 2025/26. Currently £14,812 has been committed. Work is also underway on a joint (all 12 district Councils) bid for additional funding. Implementation of the Supported Housing (Regulatory Oversight) Act 2023 is dependent on information being received from central government. Once received we are in a position to implement immediately.
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Latest Note

Quarter 1, 2025/26 Review:

Risks score reviewed in Q1 and increased Likelihood from 3 (Moderate) to 4 (Likely).

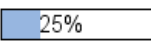
Key Progress made:

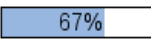
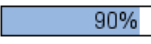
- The backlog of DFG continues to be significantly reduced.
- Just under 2,000 children and young people supported through the Holiday Activities and Food Programme
- Significant progress made on Corporate Priority 4.04 Health & Wellbeing
- PLT working to develop new Public Health Programmes
- Dialogue ongoing with key partners around strategic health provision.

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					
CP25 1.06 Citizens' Hub			Sarah Astin-Wood; Gill Dickson	31-Mar-2026	Why is the action red, amber or green? Progress has been made on this priority however it is dependant on completion of the accommodation review by Property Services. What are you doing to maintain or improve the situation? Shifting goalposts has impacted on the ability to progress this project. However, the venue has now been clarified (NTH), subject to the outcome of the staff accommodation review, which is being undertaken by Property Services.

CP25 3.04 Links with Local Businesses			Iftikhar Bokhari; Ryan Gifford	30-Oct-2025	Why is the action red, amber or green? Positive progress being made on all milestones, with 3 out of the 6 already being completed. What are you doing to maintain or improve the situation? The Skills & Employment Framework was established in May and the first Skills and Employment Meeting is scheduled for 2nd July and will be attended by the Public, Voluntary and Private Sectors. The Shop Front Grants 2024/25 have been evaluated by committee report as part of the annual review / application process. The Pendle Business Awards will take place on 7th July 2025. An initial Business Confidence Survey was conducted but responses were low. A second survey will be issued and the collective responses analysed. Pendle Business Week is scheduled to take place in October. Three Pendle Connect events are due to be held in 2025 with one already being delivered. The remaining two are due to be held later in the year.
SRR-12.01 Work with NCC to create an "IT Hub" accessible to the local community			Iftikhar Bokhari; Ryan Gifford	31-Jul-2024	Why is the action red, amber or green? This milestone is overdue but progress has been made. What are you doing to maintain or improve the situation? Lease has been agreed and it is estimated to open in January 2026.

Latest Note

Quarter 1, 2025/26 Review:
Risk score assessed in Q1. Impact remains at 3 (Moderate) & Likelihood at 2 (Unlikely). This is due to the large amount of pro-active work by the Council in this area and investment from Central Government in Adult Skills.

The work to deliver the "IT Hub" continues with NCC and other stakeholders to get it open for January 2026.

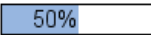
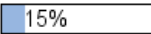
The "Yes Hub" continues to work with young people to overcome barriers to employment.

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. • Competitive market with significant local competition (gyms, clubs, etc.) • Increasing costs (such as minimum wage, employers NI contributions, power, heating, etc) • Less disposable income in the local area (cost of living crisis)	• Leisure centres unable to operate cost effectively. • Closures of Leisure Centres if nothing changes. • Increased reliance on Council financial support - placing additional pressure of the MTFP. • Reduced health outcomes for residents.	. Audit of PLT Client arrangements . Quarterly Leisure Client Meetings . 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					
CP25 4.01 Indoor Leisure Review			Karen Spencer; Phillip Spurr	31-Mar-2026	Why is the action red, amber or green? Good progress is being made and is on track for delivery within the agreed timescales. What are you doing to maintain or improve the situation? A contractor has been procured for the Wavelengths extension scheme and planning consent is in place. Start on site planned for Autumn and completion is expected before 31st March 2026. With regards energy savings schemes, implementation of the public sector decarbonisation fund is on track and underway. Progress is expected throughout 2025/26.

CP25 4.01a Complete Wavelengths extension scheme				31-Mar-2026	Why is the action red, amber or green? This milestone is green, with good progress and is expected to complete on time. What are you doing to maintain or improve the situation? A contractor has been procured. Planning consent is in place, start on site will happen in autumn and completion is expected before 31st March 2026.
CP25 4.01b Deliver energy saving schemes				31-Mar-2026	Why is the action red, amber or green? This milestone is green and on track for delivery. What are you doing to maintain or improve the situation? Implementation of the public sector decarbonisation fund is on track and underway. Progress is expected throughout 2025/26.

Latest Note

Quarter 1, 2025/26 Review:

Risk has been reviewed Q1 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 August 2025.

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.

Energy Efficiency works are ongoing to reduce PLT's costs and environmental impact.

PLT updating their strategic plan, including efficiency measures.

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. 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. Potential reputational damage to the Council or individual Elected Member. Potential disruption to Council activities and plans.	• A legal review of JV governance arrangements has been completed. • Shareholder agreements will need putting in place for PEARL JV's • There is potential to introduce shareholder committees to safeguard the Council's interest. • Introduction of a requirement to produce an annual business plan for each of the JV companies, in order to monitor performance.

Linked Actions

Latest Note

Quarter 1, 2025/26 Review:
Risk score reviewed in Q1 and will remain as a 4:4.
Anthony Collins presented their report and outcomes at the end of May 2025 to board members. Governance changes to be introduced.