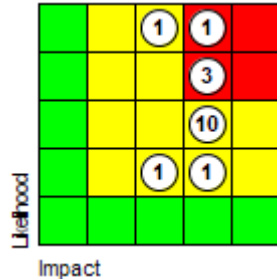


Strategic Risk Register Update: 1st April – 30th September 2025 (Quarter 2, 2025/26)

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	12	6
SRR-03a	Effective Information Governance Arrangements	1, 2	16	16	6
SRR-03b	Effective ICT Systems and Cyber Security arrangements	1, 2	16	12	6
SRR-04	Delivery of the Local Plan	3	9	8	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

Risk Code	Corporate Risk Theme	Corporate Priority Links*	Original Risk Score	Current Risk Score	Target Risk Score
SRR-11	Public Health and Wellbeing	3, 4	16	16	9
SRR-12	Local Workforce Skills development	3	16	6	9
SRR-13	Leisure Review	1, 4	9	12	6
SRR-14	Joint Venture Companies	3	20	12	9
SRR-15	Local Government Re-organisation affecting Pendle BC and all Lancashire local authorities		20	15	15

***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

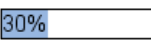
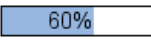
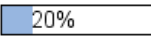
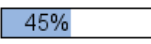
For further details and information related to the Council's Corporate Plan, please click [here](#).

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 Corporate Priority is green and the MTFP 3 year budget will be produced with Cllrs for Feb 2026 What are you doing to maintain or improve the situation? Budget Working Group reviewed Fees & Charges, and update to be provided in Nov. OPS & HEH to attend next meeting to discuss options. Budget timetable sets out deadlines for the process of bringing the budget together.
CP25 1.02 Local Government Reorganisation			Karen Spencer; Phillip Spurr	28-Nov-2025	The Council is working with Burnley Council and consultants to develop the 5UA LGR submission. A first draft submission was received in September. The final draft submission is due 30th October, this is then scheduled to go through the PBC approval process in time for submission on 28th November 2025.
CP25 1.10 Transfer of Assets			Philip Kirby	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with work progressing. What are you doing to maintain or improve the situation? Asset Transfer Meetings have been reinstated and a note to all Parish and Town Councils has been sent from Leader of the Council outlining the process and expressions of interest. Work is progressing on finalising lists of potential assets to offer for transfer.
CP25 4.01 Indoor Leisure Review			Karen Spencer; Phillip Spurr	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with good progress being made. What are you doing to maintain or improve the situation? Work on Wavelengths extension has now started on site with completion expected before the end of March 2026.

					On track to deliver glazing and solar enhancements by the end of March 2026. The consultants to design the public sector decarbonization measures for the leisure centres have been appointed and are in the process of drawing up technical solutions and methods to deliver the scheme.
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Latest Note
This risk score has been reviewed in Q2, 2025/26 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. Fair funding review analysis to date indicates that the Council will see a reduction in funding in 2026/27 onwards. Although a firm figure won't be received until December 2025. Latest waste disposal proposals are likely to have a significant negative impact on the MTFP going forward.

SRR-02 Organisation's Internal Capacity to Deliver

Risk Owner Dean Langton - 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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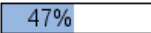
Linked Actions					
CP25 1.03 Continuous Improvement					Why is the action red, amber or green? This Corporate Priority is green with one milestone complete (Elections process review), one on target (review of progress on Transformation Programme Report) and one milestone now overdue (Enforcement Review). Whilst running over due good progress has been made in Q2 with lots of work on the enforcement review What are you doing to maintain or improve the situation? Progress has been made on the enforcement review with Operational Services and the Police to prepare and monitor their own CPWs. Environmental Health not picking up the grotspot group proposal. Place based issues to be dealt with through the Police and Partners monthly meeting. Operational Services has made significant progress with group briefing sessions and action learning sessions available via Mallard consultancy. Officers who could use Community Protection Warning and Notices within their roles identified. Training provided and CPW and CPN's now used within Operational Services to support bin out enforcement and issues around repeated straying dogs. Building enforcement investigated and found not to need the use of CPW's or CPN's. S80 Environmental Protection Act 1990 used by Operational Services replacing use of s215 Town and Country Planning Act notices. Use of parking attendants explored for wider education / enforcement roles and was ruled out due to limitations on time and resources deployed in Pendle. Administration support

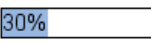
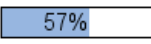


47%

Sarah Astin-Wood; Howard Culshaw; David Walker

31-Mar-2026

					reviewed. Operational Services have trained additional Business Support Team members to support delivery of enforcement activities linking to the removal of waste from private land. Enforcement Policy created and approved by Council September 2024. Actions detailed in the Transformation Report will be reviewed and progress on actions reported by the completion date 31.3.26.
CP25 1.04 Liberata Contract		 	Sarah Astin-Wood; Marie Mason	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with one milestone already completed and the other five on target for delivery. What are you doing to maintain or improve the situation? The performance framework for 2025/26 has been agreed and reported to the Joint Partnership Board on 16th September 2025. Various customer feedback mechanisms across all services delivered by and on behalf of the Council are being worked on and are being driven and managed via the Customer & Digital Strategy and CS Transformation Group. Work continues on reviewing the governance arrangements around the contract which also includes more accountability and oversight from CMT. Work continues 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 Exempt Accommodation from the Revenues & Benefits Service is not being progressed further at this time. Digital Strategy agreed by Council in July 2025. EMT session delivered Sept 2025. Branding and soft launch to follow. Delivery plan drafted and to be agreed with Liberata colleagues. To be monitored in monthly meetings with Customer Services. Digital skills surveys for staff and Members in circulation to understand the baseline for development needs and nominations for Digital Champions. Group Leaders and Portfolio Holders contacted to request volunteers to trial digital devices/ go paperless for 2 months. Sharepoint Task Group established and meeting fortnightly, reporting into the IT Programme Board. Website

					improvements planned. ICT Strategy agreed at Council July 2025. EMT session delivered Sept 2025. See the update given on the Customer and Digital Strategy - the two strategies are aligned for customer-facing and back-end delivery. The ICT Delivery plan is to be developed by ICT and monitored at the IT Programme Board. Reviewing current workforce development action plan with Chief Executive to ensure fits with LGR requirements.
CP25 1.08 Online Services			Sarah Astin-Wood; Howard Culshaw	31-Mar-2026	Why is the action red, amber or green? Whilst the Corporate Priority is Green, the milestone to conduct a review of live streaming of meetings and agreeing a way forward has been delayed. This has been due to the decision to invest in high tech live streaming equipment being under review due to Phase 1 of LGR being taking place in 2028 which could make any investment redundant. The implementation of the Customer & Digital Strategy is progressing as planned with the development of the Delivery Plan in progress, with accessibility being a key focus. What are you doing to maintain or improve the situation? The current position on live streaming of meetings is to present a proposal to continue with Bellyflop TV for Council, Executive and Development Management through contract exemption rules (possibly until March 2026) and to then tender for a provider to offer these services going forward – dates to be agreed.
CP25 1.09 Staff Values and Achievements			Sarah Astin-Wood; Danielle Mulderrig	30-Sep-2025	Why is the action red, amber or green? This Corporate Priority is now complete. What are you doing to maintain or improve the situation? Feedback survey on staff recognition scheme completed and feedback given to CLT (Karen and Phillip) with options for next steps. PDR process carried out in April/May. Feedback survey circulated and results gathered. EMT session 14/10/25 to follow on from feedback and gather good practice from managers on the golden thread.
CP25 2.04 Behaviour Change Campaigns			David Walker	31-Mar-2026	Why is the action red, amber or green?

					This Corporate Priority is green with one milestone completed, one on target and one overdue. What are you doing to maintain or improve the situation? Reduce, re-use and recycle events held July and August in Brierfield, Southfield and Waterside areas. Events promoted through press release in June 2025 'targeted events to take place to encourage responsible disposal of unwanted household items' direct leafleting to approximately 2300 properties within area of event and erection of free standing and post mounted signage. Events had over 100 visitors over the 3 events. Initial LFS exercise started on the 28th August 2025. Leaflets advising of the risks of leaving bins on the highway delivered to 389 properties within the Bradley area. Area patrolled by enforcement officer resulting in 89 enforcement actions being taken. The next area to be targeted will be Lonsdale Street Hendon Road Nelson in October. Pendle's 2025 bid for funding was unsuccessful. Keep Britain Tidy signs ordered September 2025 following KBT announcement that promotional signage could be sourced through the DEFRA funding stream for those that had made unsuccessful bids for funding. Areas identified for erection of signage include pedestrian routes around transport hubs, colleges and schools. Signs to be erected in quarter 3 and 4.
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Latest Note	
Risk score reviewed in Q2. Score maintained 4:3 There are still vacancies in key services areas, HoS are working to fill these (Engineering, estates, accounts, Climate change officer & planning) New permanent Chief Executive has started in post filling this key vacancy Additional budget included from 2025/26 to support succession planning through engagement of apprentices in key areas.	

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

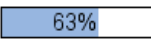
Risk Owner David Walker - Assistant Director - Operational Services

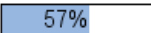
The council's ability to dispose of its waste despite the forecast closure of the Whinny Hill Waste Transfer Site. The Councils ability to economically and environmentally remove and dispose of waste. Development of a new local Waste Transfer before the closure of the Whinny Hill Waste Transfer site.

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		12	6
Impact Scores	4 - Major	4 - Major	3 - Moderate
Likelihood Scores	5 - Almost Certain	3 - Moderate	2 - Unlikely

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 Corporate Priority is green with three milestones on target and one now overdue. What are you doing to maintain or improve the situation? PBC / LCC officers met in July to continue discussion regarding the management of Pendle's waste post April 26. Three options put forward for consideration are 1) LCC extend agreement with Suez for Pendle Transfer station with PBC paying handling fees. 2) PBC enter into direct agreement with SUEZ and 3) PBC agree to being part of a tender for the treatment of East Lancashire's waste. Report presented to Executive August 2025. Report set out implications of the options and recommended the extension of

					the agreement with SUEZ through LCC. LCC Officers advised of Executives resolution. LCC now advise they are to issue a tender opportunity for the treatment of East Lancashire's waste. Tender to be completed and evaluated by December 2025. Following completion PBC will be given the opportunity to view financial implications and review decision on transfer or treatment of Pendle's waste. LCC officers have advised that no funding is available to support the delivery of local facilities for the management of waste within Pendle. LCC have reported that they are to tender for the treatment of East Lancashire's waste (including Pendle's). LCC advise that should the tender achieve a financial saving on gate fees that saving will be shared 50/50 with Pendle to offset handling fees we are to incur from 2026. LCC report PBC will be given the opportunity to discuss the outcome of the tender LCC and consider the impact on ourselves. Scenarios could include PBC receives a 50/50 share of LCC's saving. Costs increase beyond £167.00 for LCC who would seek financial support from the Districts. Pendle continues delivering to local facilities at the costs agreed at the Executive in August. Pendle needs to consider the impact on budgets of transferring waste either through LCC or via direct delivery to facilities outside of the Borough. PBC has agreed to support the County wide communications campaign for food waste collections and the reduction of food waste. Campaigns to start January 2026. PBC local messages to start promoting the weekly food waste collection schemes to start early 2026. Reference to food waste collections commencing to be added to the annual leaflet that will be delivered across the Borough in November 2025. Tender for new fleet and maintenance to run via the Yorkshire Purchasing Organisations framework. Tender document work ongoing. Vehicle specification and evaluation questions to be finalised by 9th October. Tender opportunity to be advertised 13th October 2025.
CP25 2.04 Behaviour Change Campaigns			David Walker	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with one milestone completed, one on target and one overdue.

					What are you doing to maintain or improve the situation? Reduce, re-use and recycle events held July and August in Brierfield, Southfield and Waterside areas. Events promoted through press release in June 2025 'targeted events to take place to encourage responsible disposal of unwanted household items' direct leafleting to approximately 2300 properties within area of event and erection of free standing and post mounted signage. Events had over 100 visitors over the 3 event. Initial LFS exercise started on the 28th August 2025. Leaflets advising of the risks of leaving bins on the highway delivered to 389 properties within the Bradley area. Area patrolled by enforcement officer resulting in 89 enforcement actions being taken. The next area to be targeted will be Lonsdale Street Hendon Rod Nelson in October Pendle's 2025 bid for funding was unsuccessful. Keep Britain Tidy signs ordered September 2025 following KBT announcement that promotional signage could be sourced through the DEFRA funding stream for those that had made unsuccessful bids for funding. . Areas identified for erection of signage include pedestrian routes around transport hubs, colleges and schools. Signs to be erected in quarter 3 and 4.
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Latest Note					
Risk score reviewed in Q2, 2025/26 and changed the Likelihood score from 5 (Almost Certain) to 3 (Moderate). Arrangements for PBC have been locally agreed and LCC are aware of them and will advise SUEZ in December of our decision post ITT for waste treatment. Target risk score amended to reflect desired level of risk to be achieved. Update August 2025. Discussion with LCC led to three options being put forward to the Executive. Options summarised as enter into direct agreement with SUEZ, extend SUEZ agreement through LCC or agree for PBC to be part of East Lancs tendering for waste treatment. Based on the risks identified within the report Members resolved to extend the life of Pendle Transfer station via LCC. Executive decision relayed to LCC prior to its cabinet meeting in September. Update September. LCC advise they are to attempt to procure a waste treatment contract for East Lancashire. Pendle's weights will be included within the tender documents. Project to commence October and conclude December. PBC will have decision on whether to remain with August Executive resolution or move to the solution identified within the waste treatment tender.					

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.

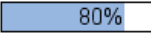
Effective controls in this area can prevent cyber security incidents and regulatory breaches, as well as facilitate business continuity, disaster recovery, risk identification and mitigation across the organisation.

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					
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 green with work now underway. What are you doing to maintain or improve the situation? MIAA are now conducting a review of the Councils IAR and ROPA. They have met with HoS and work is now progressing.

Latest Note
Review Quarter 2, 2025/26 - Risk reviewed and maintained at 4:4. This score is anticipated to drop following work now underway with MIAA. All service heads have now met with MIAA and the ROPA and IAR are now substantially populated. We await confirmation from MIAA when the process is complete. Thereafter, there will be training for relevant officers in maintenance of the two registers.

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.

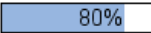
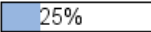
To minimise the Council's cyber risk and ensure the operational resilience in the event of an incident. The Council operates within a wider cyber security context and cannot directly control the level of threat posed.

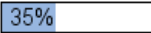
Failure to manage this risk will lead to reductions in efficiency / capacity and ability to respond effectively in the event of a cyber incident, as well as significant potential financial and reputational damage.

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 1.08 Online Services			Sarah Astin-Wood; Howard Culshaw	31-Mar-2026	Why is the action red, amber or green? Whilst the Corporate Priority is Green, the milestone to conduct a review of live streaming of meetings and agreeing a way forward has been delayed. This has been due to the decision to invest in high tech live streaming equipment being under review due to Phase 1 of LGR being taking place in 2028 which could make any investment redundant. The implementation of the Customer & Digital Strategy is progressing as planned with the development of the Delivery Plan in progress, with accessibility being a key focus. What are you doing to maintain or improve the situation? The current position on live streaming of meetings is to present a proposal to continue with Bellyflop TV for Council, Executive and Development Management through contract exemption rules (possibly until March 2026) and to then tender for a provider to offer these services going forward – dates to be agreed.
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 green with work now underway. What are you doing to maintain or improve the situation? MIAA are now conducting a review of the Councils IAR and ROPA. They have met with HoS and work is now progressing.
SRR-03.10 Review feedback / next steps from MHCLG re CAF scoping / self-assessment submission and progress further actions / work as required			Karen Spencer; Marie Mason; Daniel McCaffrey	31-Dec-2025	No additional action taken this quarter. A decision is needed on if the Council will adopt the CAF.
SRR-03.11 Replace the current existing perimeter firewalls			Sarah Astin-Wood; Marie	30-Sep-2025	Why is the action red, amber or green? This action is red and overdue but work is progressing.

			Mason; Daniel McCaffrey		What are you doing to maintain or improve the situation? The firewall replacement has been delayed due to the need for additional infrastructure work on the Councils main internet circuit. This work has been commissioned but is bottlenecked by BT Openreach who are responsible / able to direct contractors to carry out the work. Once the work on upgrading the Councils main internet circuit has been completed the firewall replacement can proceed at pace.
SRR-03.13 IT Programme Board exploring document labelling options / polices in M365 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 green and progress has been made. What are you doing to maintain or improve the situation? A series of workshops was held in early October to develop a number of Council IT polices. This included document labelling. The polices are yet to be finalised but work is underway.

Latest Note	
Review Quarter 2, 2025/26 - Risk score remains unchanged. Likely a major impact due to the Councils extensive use of ICT in its day to day and a moderate chance to the fast pace and changing nature of Cyber Security. Work underway to deliver the mitigating actions related to this risk and the internal audit recommendations. MIAA are now working with HoS to update the IAR & ROPA and it is expected this will be mostly completed by Q3. This can then be used to inform decision making in other areas. Various IT polices including Data Classification, DLP and AI are under development with workshops being held in October and November. There has been no further work on the CAF as the Council needs to decide if they wish to adopt this framework. This will be discussed at ITPB. Work on upgrading the Councils infrastructure is well underway, inducing the firewalls. Completion will see big improvements in both security and officer day to day experience.	

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		8	9
Impact Scores	3 - Moderate	4 - Major	3 - Moderate
Likelihood Scores	3 - Moderate	2 - Unlikely	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? This Corporate priority has been completed ahead of schedule. What are you doing to maintain or improve the situation? The examination of the Local Plan has concluded. The main modifications are out for consultation which concludes on the 24th October 2025. The Inspector will then issue his decision letter or require further action if anything arises out of the main modification responses.

Latest Note

Risk score reviewed in Q2 2025/26 and reduced the Likelihood score from 3 (Moderate) to 2 (Unlikely). Overall current score now 4:2.

The Plan has been through examination and is now going through the Main Modification process. This has reduced the risk score to below the target risk score.

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		30%	Sarah Astin-Wood; Marie Mason	31-Jul-2025	A legal review of the contract has been undertaken and the results and training provided to CMT on 2nd October 2025. Work has now commenced on developing an action plan to take

					forward the recommendations made and this includes options 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		100%	Marie Mason	31-Jul-2025	The performance framework for 2025/26 has been agreed and reported to the Joint Partnership Board on 16th September 2025. Various customer feedback mechanisms across all services delivered by and on behalf of the Council are being worked on and are being driven and managed via the Customer & Digital Strategy and CS Transformation Group.

Latest Note

Quarter 2, 2025/26 Review:

No major changes impacting the risk score this quarter. It has been reviewed and remains the same.

The Performance Management Framework 2025/26 has been agreed and reported to the Joint Partnership Board.

Following the outcome of a recent legal review of the contract, work will now progress to establish improvements in the governance arrangements. It is envisaged that the development of the action plan from the review will identify more actions for inclusion here.

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

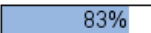
Risk Owner Phillip Spurr - Director of Place

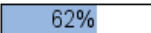
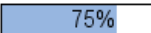
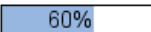
The Council's ability to deliver on the agreed major programmes and projects as planned, within budget and within timescales is reliant on having the right people in place in the right jobs, to focus on key programmes, including: LUF, Nelson Town Deal, UKSPF, Joint Venture (JV) Partnership Schemes, new 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? There has been good progress on this Corporate Priority with 2/3 milestones already completed. The final milestone is on target and will complete on schedule.

					What are you doing to maintain or improve the situation? Regular updates on spend profile and discussion on meeting targets to make sure progress stays on track.
CP25 3.05 Nelson Town Deal			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	Why is the action red, amber or green? There has been good progress on this Corporate Priority in Q2 however progress may slow due to a delay commencing the demolition of Pendle Rise. What are you doing to maintain or improve the situation? We are continuously liaising through legal channels with remaining tenants in Pendle Rise. Procurement of demolition company now in final stages. The digital skills hub first intake due in Easter and we are supporting NCC as much as possible. We are ensuring that grant allocations to local business are agreed and also allowing for any slippage by having additional applications in the background.
CP25 3.07 Plan for Neighbourhoods (Nelson)			Sarah Astin-Wood; Gill Dickson	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with one milestone completed and the other on target. What are you doing to maintain or improve the situation? Work in Q2 focussed on refreshing the Neighbourhood Board and preparing the Investment Plan (submission deadline 28 Nov). Board has met in July and Sept with a workshop held in Aug. Extensive community consultation currently underway to help shape priorities and themes of the Investment Plan. Over 700 responses received to date.
CP25 3.09 Colne Levelling Up Programme			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	Why is the action red, amber or green? This Corporate Priority has been delayed and is now overdue but is likely to be completed by Q4. What are you doing to maintain or improve the situation? Works to the Market Hall are scheduled to complete by early November 2025. Works to the Public Realm will complete in Spring 2026. Negotiations to secure an operator are ongoing.
CP25 3.10 PEARL/PEARL Together			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	Why is the action red, amber or green? There has been some good progress on this Corporate Priority

					with one milestone on track for completion. However, the review of the Further Clough Head development is now overdue. What are you doing to maintain or improve the situation? Funding for archaeology at the Further Clough Head site has not been successful through the Heritage Lottery Fund. Report will now have to go to November Executive to agree additional funding. Requirements for numerous additional searches and surveys, such as mineshaft, archaeology and services continue to cause delays. We are working to meet these requirements as quickly as possible. Construction at Spring Mill housing site is well underway and will complete on time. We continue to support the development as needed.
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Latest Note					
Risk score reviewed in Q2, 2025/29 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 Neighbourhood Plan. Officers continue to work to ensure timely delivery of the Town Deal and Levelling Up programmes. Delivery of the UKSPF continues to move positively forward. Government has announced details of the “Pride in Place” programme. A delivery package for this programme is currently being developed. Earby Phase 3 funding has been withdrawn. Further progress is not viable unless alternative funding is identified.					

SRR-07 Political Leadership

Risk Owner Howard Culshaw - Head of Legal & Democratic Services

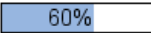
The Council's ability to deliver effective decision making by Members.

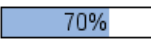
Failure to achieve strong political balance and buy-in will affect the decision-making processes, hindering delivery of key projects / corporate priorities.

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	The Council is working with Burnley Council and consultants to develop the 5UA LGR submission. A first draft submission was received in September. The final draft submission is due 30th October, this is then scheduled to go through the PBC approval process in time for submission on 28th November 2025.

CP25 1.05 Governance			Karen Spencer; Phillip Spurr	31-Mar-2026	Why is the action red, amber or green? This corporate priority is green with one milestone completed, one milestone on target and two now overdue. What are you doing to maintain or improve the situation? Work is ongoing to implement the audit actions. MIAA are currently working with the Monitoring officer to update the Council's ROPA. Officers are working on the associated processes. Officers have undertaken a comprehensive review of the Constitution. The majority of the proposed amendments were approved at full Council in September. External Audit included 6 Key Recommendations in the 2023/24 annual audit report. To date the Council has addressed 4 of these recommendations with the remaining 2 being work in progress. These are financial Sustainability and Information Governance. We are anticipating that by the time the 2024/25 report is produced the Information Governance recommendation will also have been addressed. New good governance in Local Government framework implemented.
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Latest Note

Quarter 2 2025/26. Score reviewed and remains unchanged.

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.

In August the Executive resolved:

- (1) the Executive will exercise the shareholder function in relation to the Council's joint venture companies;
- (2) all councillors who are directors of the Council's joint venture companies, register their directorship as other registrable interests under provisions of the Council's model Councillor's Code of Conduct;
- (3) all councillors who are directors of the Council's joint venture companies appropriately declare their interests at all relevant council meetings and comply with the Code as regards their not participating in discussions and voting on matters in which they have declared an interest.

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

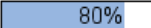
Risk Owner David Walker - Assistant Director - Operational Services

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	CLT discussion in July on out of hour call out arrangements resulted in an agreement to strengthen these through introduction of a paid standby rota for staff who have access and operational experience of dealing with frontline activities at Fleet Street Depot. These staff identified due to most emergencies requiring frontline resources or equipment stored within the depot. Several staff have expressed interest in the role. We are awaiting Building Controls review of its out of hour procedures to enable EP leads to create full guidance to those interested in participating in the out of hour service.

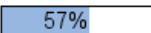
Latest Note
Risk score reviewed in Q2 and maintained at 4:3 until standby arrangements are fully in place CLT agreed to strengthen out of hour arrangements through introduction of a paid standby rota for staff who have access and operational experience of dealing with frontline activities at Fleet Street Depot. These staff identified due to most emergencies requiring frontline resources or equipment stored within the depot. Several staff have expressed interest in the role. We are awaiting Building Controls review of its out of hour procedures to enable EP leads to create full guidance to those interested in participating in the out of hour service.

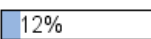
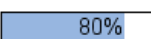
SRR-09 Achievement of carbon neutral targets by 2030

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

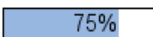
Causes	Consequences	Internal Controls & Mitigations
Lack of experience and skills to drive transformation. Funding and budget for transformation is not identified / available. Capacity and resource – the Council does not have a dedicated Climate Change Officer but is recruiting.	Reputational Damage Long 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) . Recruitment of permanent climate change officer

Linked Actions					
CP25 2.03 Climate Change and Biodiversity		53%	Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	Why is the action red, amber or green? This priority is presently green with 2 milestones overdue, 2

					completed and 4 on target and one now no longer achievable. Progress on this priority has slowed due to the vacant Climate Officer post and most actions are now un-resourced. What are you doing to maintain or improve the situation? The consultants for design of the carbon saving measures for the leisure centres have been appointed and are in the process of drawing up technical solutions and methods to deliver the scheme. We are actively recruiting for the Climate Officer position and expect to have someone in post NLT the end of Q2. The Govt have pulled the remaining £2.32m allocation for Earby FAS3 This has been done without warning. The allocations were issued last week to the EA with a £0 allocation against Earby FAS3 for 2026-27. There is no information for allocation on future years. There is an RFCC meeting on 16/10 when the allocations will no doubt be discussed.
CP25 2.04 Behaviour Change Campaigns			David Walker	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with one milestone completed, one on target and one overdue. What are you doing to maintain or improve the situation? Reduce, re-use and recycle events held July and August in Brierfield, Southfield and Waterside areas. Events promoted through press release in June 2025 'targeted events to take place to encourage responsible disposal of unwanted household items' direct leafleting to approximately 2300 properties within area of event and erection of free standing and post mounted signage. Events had over 100 visitors over the 3 events. Initial LFS exercise started on the 28th August 2025. Leaflets advising of the risks of leaving bins on the highway delivered to 389 properties within the Bradley area. Area patrolled by enforcement officer resulting in 89 enforcement actions being taken. The next area to be targeted will be Lonsdale Street Hendon Road Nelson in October.

					Pendle's 2025 bid for funding was unsuccessful. Keep Britain Tidy signs ordered September 2025 following KBT announcement that promotional signage could be sourced through the DEFRA funding stream for those that had made unsuccessful bids for funding. Areas identified for erection of signage include pedestrian routes around transport hubs, colleges and schools. Signs to be erected in quarter 3 and 4.
CP25 3.03 Green Growth			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	Why is the action red, amber or green? There has been little progress on this action due to the vacant Climate Officer post and the dependency on LCC. It is likely that completion of this priority will be delayed but progress is expected by Q4. What are you doing to maintain or improve the situation? We are regularly chasing LCC for comments on the LEVI scheme. PBC is ready to discuss any local plans / projects with LCC. In the process of revising the JD for the Climate Officer post, in line with other Local Authorities in order to readvertise.
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 target for delivery. What are you doing to maintain or improve the situation? On track to deliver glazing and solar enhancements by the end of March 2026. The consultants to design the public sector decarbonization measures for the leisure centres have been appointed and are in the process of drawing up technical solutions and methods to deliver the scheme.
CP25 4.02 Green Spaces			David Walker	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with three milestones on target and one overdue. What are you doing to maintain or improve the situation? Awaiting receipt of Bio Diversity Net Gain surveys. Surveys to be provided October 2025. Planning application to be submitted October. Tender awarded for Marsden pump track. Clark and Kent

					contractors set up on site week ending 28th September 2025. Work to commence 2nd October Victoria Park. Playground replacement commenced 22nd September 2025. Meeting with structural engineers 30th September 2025 to ascertain the structural requirements for the refurbishment of the parks bridge. Walverden Park completed. Marsden Park, tennis courts re-furbished, new MUGA installed infrastructure improvements to paths, bins and benches completed. Final project now ongoing. Pump track Various volunteering opportunities provided through the quarter. Breakdown of activity: Heyhead Park- 8th July, 6-8pm Edging, litter pick and weed management x 12 (all new volunteers) Marsden Park - 12th July 1pm-3pm Bench Painting x 2 volunteers (Very hot day) Walverden Park- 22nd July 6pm-8pm Edging, litter pick and weed management x 2 volunteers. Sough Park- 14th August 10am- 1pm Bedding improvements, edging footpaths, cleaning benches. No volunteers attended. Heyhead Park- 20th Sept 11am-3pm Give it a go (friends recruitment) no volunteers attended (Torrential rain) Lomeshaye LNR Wed 24th Sept 10.30-2.30 Awaze Holidays Group x 16 volunteers. Victoria Weekly Friends Litter Pick x 24 days spent Pendle Plant Craft- Lomeshaye LNE x 12 days spent Heyhead Weekly Litter Pick x 15 days spent
CP25 4.03 Cycleways and Footpaths			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	Why is the action red, amber or green? This Corporate Priority has been completed on time.

					What are you doing to maintain or improve the situation? The finding of the Local Cycleways and walking infrastructure plan is now part of the LCC integrated LCWIP's plan.
SRR-09.06 Energy Efficiency of the Council's buildings assessed and programme of works agreed (Heat De-carbonisation Plans) to achieve carbon neutral targets where possible			Phillip Spurr	31-Mar-2025	Why is the action red, amber or green? This action is overdue but progress has been made. What are you doing to maintain or improve the situation? The consultants for design of the carbon saving measures for the leisure centres have been appointed and are in the process of drawing up technical solutions and methods to deliver the scheme.

Latest Note
Risk score reviewed in Q2,2025/26 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. 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. Decarbonisation funding bid has been successful; implementation works due to start in 2025/26. Good progress is being made in delivering energy saving measures at the leisure centres.

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? This Corporate Priority has been completed on schedule. What are you doing to maintain or improve the situation? Development of Taxi safety measures complete and

					implemented. Council adopted the new policy on 25th September 2025.
SRR-10.04 Revise Safeguarding Policy & Practice (Children & Adults)			Gill Dickson	31-Jul-2025	Safeguarding Policy approved by Council in July. Roll out commenced in Sept. Awareness session delivered to EMT in Sept, followed by a Member session. On-line recording form introduced. L2 equivalent Safeguarding training planned for Dec for frontline staff.
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 green and on target for delivery. What are you doing to maintain or improve the situation? Safeguarding and Prevent training has now been rolled out Council wide with staff expected to complete both by 31/10/2025.

Latest Note

Quarter 2 2025/26 Review:

Risk score reviewed and remains unchanged.

A revised Safeguarding Policy was approved by Council in July 2025. Level 1 awareness training has been rolled out to all staff and will be completed no later than 31/10/2025.

Member safeguarding training was delivered September 2025.

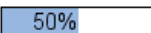
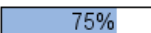
All staff will need to complete their safeguarding and Prevent training by 31/10/2025.

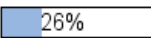
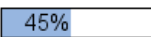
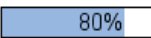
SRR-11 Public Health and Wellbeing

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

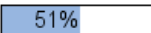
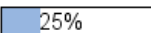
Causes	Consequences	Internal Controls & Mitigations
Cramped housing can be the cause of health issues. Low levels of street cleanliness. Wage levels lower than the national average. High unemployment levels in the economically active age group.	Higher levels of infant mortality. Pendle is the 36th most 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? This corporate priority has been completed on schedule. What are you doing to maintain or improve the situation? Pendle Partnership meeting held in July. Pendle Partnership currently on hold; awaiting steer from new CE on how to take this forward within the context of LGR.
CP25 2.05 Community Safety			Sarah Astin-Wood; Gill Dickson; Tim Horsley	31-Dec-2025	Why is the action red, amber or green? This Corporate Priority is green and on target for delivery. Both milestones are green and on schedule with work being carried out in Q2. What are you doing to maintain or improve the situation? Coordination of actions with other action plans and needs assessments is hand and a workshop to review progress on the current strategy and agree actions for the new strategy is set for early November. It is anticipated a draft strategy will go to the Pendle CSP at its January meeting. The Pennine Serious Violence Duty (SVD) Action Plan has been updated with Pendle specific actions. Work to further develop actions in response to the most recent SVD Needs Assessment and develop local responses around Clear Hold Build; Genga and other local responses will be further developed as part of the CSP strategic plan review.
CP25 2.07 Community Cohesion			Sarah Astin-Wood; Gill Dickson; Tim Horsley	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green and on target for delivery. Good progress has been made in Q2. What are you doing to maintain or improve the situation? Attended relaunch of Community Cohesion Action Network (CCAN). CCAN developing a Community Cohesion Action Plan which could support delivery of PBC's Cohesion Strategy. Internal working group to be re-established to drive the PBC Cohesion

					action plan.
CP25 3.11 Housing/Regeneration			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	Why is the action red, amber or green? Progress on this Corporate Priority has been difficult with all three milestones now overdue. What are you doing to maintain or improve the situation? The development of options for the Bankhouse Road scheme has been delayed as no new responses have been received but two parties have expressed interest. We are working with the interested parties to develop options. With regards to Lomeshaye Phase 2 development we have made some good progress and met with developers in late Q2 to discuss challenges on the site in terms of dealing with local community and potential objections. With regards to the Bunkers Hill development we are discussing options with owner of neighbouring site to enable independent access and development options.
CP25 4.01 Indoor Leisure Review			Karen Spencer; Phillip Spurr	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with good progress being made. What are you doing to maintain or improve the situation? Work on Wavelengths extension has now started on site with completion expected before the end of March 2026. On track to deliver glazing and solar enhancements by the end of March 2026. The consultants to design the public sector decarbonization measures for the leisure centres have been appointed and are in the process of drawing up technical solutions and methods to deliver the scheme.
CP25 4.02 Green Spaces			David Walker	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with three milestones on target and one overdue. What are you doing to maintain or improve the situation? Awaiting receipt of Bio Diversity Net Gain surveys. Surveys to be provided October 2025. Planning application to be submitted October.

					Tender awarded for Marsden pump track. Clark and Kent contractors set up on site week ending 28th September 2025. Work to commence 2nd October Victoria Park. Playground replacement commenced 22nd September 2025. Meeting with structural engineers 30th September 2025 to ascertain the structural requirements for the refurbishment of the parks bridge. Walverden Park completed. Marsden Park, tennis courts re-furbished, new MUGA installed infrastructure improvements to paths, bins and benches completed. Final project now ongoing. Pump track Various volunteering opportunities provided through the quarter. Breakdown of activity Heyhead Park- 8th July, 6-8pm Edging, litter pick and weed management x 12 (all new volunteers) Marsden Park - 12th July 1pm-3pm Bench Painting x 2 volunteers (Very hot day) Walverden Park- 22nd July 6pm-8pm Edging, litter pick and weed management x 2 volunteers. Sough Park- 14th August 10am- 1pm Bedding improvements, edging footpaths, cleaning benches. No volunteers attended. Heyhead Park- 20th Sept 11am-3pm Give it a go (friends recruitment) no volunteers attended (Torrential rain) Lomeshaye LNR Wed 24th Sept 10.30-2.30 Awaze Holidays Group x 16 volunteers. Victoria Weekly Friends Litter Pick x 24 days spent Pendle Plant Craft- Lomeshaye LNE x 12 days spent Heyhead Weekly Litter Pick x 15 days spent
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CP25 4.03 Cycleways and Footpaths			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	Why is the action red, amber or green? This Corporate Priority has been completed on time. What are you doing to maintain or improve the situation? The finding of the Local Cycleways and walking infrastructure plan is now part of the LCC integrated LCWIP's plan.
CP25 4.04 Health and Wellbeing			Sarah Astin-Wood; Gill Dickson	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green and on schedule with all three milestones being on target. What are you doing to maintain or improve the situation? Quarterly Health & Wellbeing Partnership meeting held in Sept. Monthly People of Pendle groups attended. Extensive mapping of Pendle's community health offer underway. Community health WhatsApp group refreshed and relaunched. Working with Family Hubs on U5s hospital admissions. Summer HAF was successful and was very popular. Over 700 unique children and young people attended HAF. Transition of HAF coordination to PLT continues to go well PBC received HSF uplift in June and this was distributed in July/ Aug to community HSF providers. The majority of the 2025/26 HSF has been allocated to Citizens Advice East Lancashire to administer an Application Scheme on behalf of PBC. This is a public scheme. A HSF Crisis Fund, administered by Burnley Pendle Rossendale CVS was launched in Aug. This is a referral only scheme for those with complex health needs. Ongoing discussions with NHS partners on their estate plans. PLT keen to explore Diagnostic Health Hub option too for Wavelengths
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

Risks score reviewed in Q2, 2025/26 and remains unchanged.

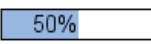
Key Progress made:

- The backlog of DFG continues to be significantly reduced.
- Over 1200 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.
- Officers seeking to work with health partners to put in place a more robust strategic framework around the delivery of Health and Wellbeing initiatives.

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? This action is on target for delivery with good progress being made in Q2. What are you doing to maintain or improve the situation? The staff accommodation review concluded that relocating staff to Number One wasn't financially viable. Thus Nelson Town Hall has been ruled out as a venue for Nelson Community Hub. Discussions have commenced with LCC Property Services to begin to explore potential LCC assets.

					Work is underway with community organisations to update and revise the on-line Community Support Hub. This is having a complete overhaul and should be ready in Qtr 3.
CP25 3.04 Links with Local Businesses			Iftikhar Bokhari; Ryan Gifford	30-Oct-2025	Why is the action red, amber or green? There has been good progress on the corporate priority with 4/6 of the milestones now being completed and the remaining 2 on target for delivery. What are you doing to maintain or improve the situation? Business confidence surveys have been received and we are now analysing the feedback. Pendle Business week is due to be delivered the week commencing the 20th of October. Next Pendle Connect events scheduled. Other events taking place such as DWP skills fair in November and the Pendle Vision Board meets regularly.
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 action has now been completed. What are you doing to maintain or improve the situation? The Ace Centre Digital Skills hub is due to take their first intake in Easter. The Council is supporting as needed.

Latest Note

Risk score assessed in Q2, 2025/26. Impact remains at 3 – Moderate social impact & Likelihood 2 – Unlikely. This is due to the large amount of pro-active work by the Council in this area and investment from Central Gov in Adult skills.

The work to deliver the "IT Hub" has been completed and NCC is expecting their first intake in Easter 2026

There are other areas of significant work progressing:

Economic Growth have facilitated a number of Careers Fairs with Schools connecting leavers with local business and improving outcomes.

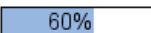
The "Yes Hub" continues to work with young people to overcome barriers to employment.

SRR-13 Leisure Review

Risk Owner	Phillip Spurr - Director of Place		
Ensuring that the Leisure Centres can remain economically viable and continue to offer their services to the residents of Pendle. Making sure that the Leisure Centres infrastructure and estates remain fit for purpose and that they can remain competitive despite challenging market conditions. Failure to effectively manage this risk will lead to worse health, social and economic outcomes for the residents of Pendle and could lead to the closure of one or more Leisure Centres.			
Original Risk Score		Current Risk Score	Target Risk Score
9		12	6
Impact Scores	3 - Moderate	4 - Major	3 - Moderate
Likelihood Scores	3 - Moderate	3 - Moderate	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
• Ageing estates that require a significant investment to modernise or maintain. • 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. Follow up meeting held in July 2025 with a further meeting arranged for November 2025. . Directors of Place & Resources working closely with new CEO of PLT on driving efficiencies

Linked Actions					
CP25 4.01 Indoor Leisure Review		45%	Karen Spencer; Phillip Spurr	31-Mar-2026	Why is the action red, amber or green? This Corporate Priority is green with good progress being made. What are you doing to maintain or improve the situation? Work on Wavelengths extension has now started on site with completion expected before the end of March 2026. On track to deliver glazing and solar enhancements by the end of March 2026. The consultants to design the public sector decarbonization measures for the leisure centres have been appointed and are in the process of drawing up technical solutions and methods to

					deliver the scheme.
CP25 4.01a Complete Wavelengths extension scheme				31-Mar-2026	Why is the action red, amber or green? This milestone is green and on target for delivery. What are you doing to maintain or improve the situation? The project has now started on site with completion expected before the end of 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 target for delivery. What are you doing to maintain or improve the situation? On track to deliver glazing and solar enhancements by the end of March 2026. The consultants to design the public sector decarbonization measures for the leisure centres have been appointed and are in the process of drawing up technical solutions and methods to deliver the scheme.

Latest Note

Risk has been reviewed Q2, 2025/26 and remains as a 4:3 as this risk is being effectively managed and budgeted for. PLT undertaking a strategic review of activities. Details are still awaited.

Increases in employers National Insurance contributions and minimum wage has placed additional financial pressure on PLT.

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

PLT updating their strategic plan, including efficiency measures and additional income generating opportunities.

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		12	9
Impact Scores	5 - Catastrophic	4 - Major	3 - Moderate
Likelihood Scores	4 - Likely	3 - Moderate	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

Risk score reviewed in Q2, 2025/26 Likelihood being reduced from a 4 (Likely) to 3 (Moderate).

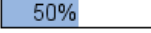
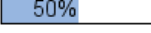
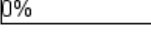
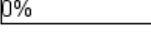
Anthony Collins presented their report and outcomes at the end of May 2025 to board members. Governance changes to be introduced.

SRR-15 Local Government Re-organisation affecting Pendle BC and all Lancashire local authorities

Risk Owner	Dean Langton - Chief Executive		
The government has invited all local authorities (LA's) within Lancashire to make submissions by 28th November 2025, on re-organising 2 tier local government into a single tier of government. This would mean the eventual abolition of all existing Councils to be replaced by Unitary Councils, a number yet to be defined or considered by Government. It is likely the decision will be made by the relevant Secretary of State (SoS) in the Summer of 2026, with implementation by April 2028.			
There will be a future impact on residents; however, the full extent of this won't be known until the number of Unitary Councils for Lancashire is decided.			
Original Risk Score		Current Risk Score	Target Risk Score
20		15	15
Impact Scores	4 - Major	3 - Moderate	3 - Moderate
Likelihood Scores	5 - Almost Certain	5 - Almost Certain	5 - Almost Certain

Causes	Consequences	Internal Controls & Mitigations
Lancashire Councils are currently assembling a number of possible unitary models that may be anywhere between 2 and 5. Pendle BC has committed via Council decision that it favours a 4/5 model, with current work focussing on a 5 unitary model, which members feel will provide the most beneficial outcome for residents. The final submission will be a decision of the Executive at a date yet to be fixed and agreed. The costs of the whole project up until 2028 are yet to be established and may have a significant impact on the Councils MTFP.	There are potentially significant cost implications, yet unknown, in the development of proposals and then delivery of the model approved by Government. Links to SRR-01 (Financial Sustainability). There are also implications on staff time and costs to the council. Loss of staff – for example, due to staff being required to take on additional roles / workload as part of this process on top of their existing roles could make staff feel overburdened, increase stress, etc. Also, staff could feel vulnerable and seek alternative employment elsewhere.	Pendle BC has commissioned consultants to analyse and prepare a submission/business case within the required timescales. An LGR Member Working Group has been established and will meet on a regular basis. Officers are involved in various Lancashire wide LGR groups – Finance, Governance, HR, Data, IT. An Officer Working Group meets once per week and informs the Leader of progress on a regular basis of the themed groups created to take the proposals forward. A working group has also been established with Burnley BC that also meets on a weekly basis, as they are a key partner in the 5 unitary model work. By opting for the 5 model the Council is aiming to deliver the best outcome for residents. Regular staff communications / briefings to keep staff informed, engaged and motivated. The business case will be reviewed by O&S then Council, before

		being approved by the Executive in November 2025 and submitted by the deadline 28th November 2025.
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Linked Actions					
SRR-15.01 Regular Staff Briefings (monthly)			Karen Spencer; Phillip Spurr	01-Apr-2028	Why is the action red, amber or green? This is an ongoing commitment to keep staff regularly updated throughout the LGR process. What are you doing to maintain or improve the situation? Briefings commenced in June 2025 and continue.
SRR-15.02 PBC input into all themed groups				31-Aug-2025	Why is the action red, amber or green? This action has been completed with PBC represented on each of the themed groups. What are you doing to maintain or improve the situation? Attendance at the regular meetings of these groups is prioritised to ensure PBC is appropriately represented.
SRR-15.03 All Member Briefing			Karen Spencer; Phillip Spurr	25-Sep-2025	Member Briefing delivered by Interim Chief Executive as planned.
SRR-15.04 Draft business case			Karen Spencer; Phillip Spurr	13-Oct-2025	Completed as planned.
SRR-15.05 Final draft business case			Karen Spencer; Phillip Spurr	28-Oct-2025	Currently underway
SRR-15.06 Pendle Council Public Consultation undertaken			Karen Spencer; Phillip Spurr	31-Oct-2025	Currently underway
SRR-15.07 Draft submission presented to Overview & Scrutiny			Karen Spencer; Phillip Spurr	10-Nov-2025	
SRR-15.08 Draft submission presented to Full Council			Karen Spencer; Phillip Spurr	11-Nov-2025	
SRR-15.09 Draft submission presented to Executive			Karen Spencer; Phillip Spurr	20-Nov-2025	
SRR-15.10 Final submission sent to Government			Karen Spencer; Phillip Spurr	28-Nov-2025	

Latest Note
Officers are working with the appointed consultants and Burnley Council to finalize submission of the five unitary authorities' business case by 28th of November 2025. Government will consult

on all proposals which meet key criteria in early 2026 with a decision on preferred alignments expected in June / July 2026.

The financial impact is not known, but the plan will be formulated over the next few months and at that time the Council will have to consider setting aside resources to finance the transition.