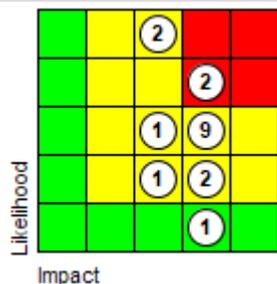


## Strategic Risk Register Update 1<sup>st</sup> April – 31<sup>st</sup> December 2025 (Quarter 3, 2025/26)

### 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	12	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	4	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	15	16
SRR-10	Safeguarding of residents	2, 4	9	9	4

Risk Code	Corporate Risk Theme	Corporate Priority Links*	Original Risk Score	Current Risk Score	Target Risk Score
SRR-11	Public Health and Wellbeing	3, 4	16	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	8	9
SRR-15	Local Government Re-organisation affecting Pendle BC and all Lancashire local authorities	1	20	15	15
SRR-16	Homelessness Services	4	8	8	4

**\*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

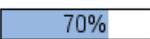
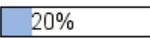
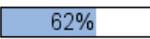
For further details and information related to the Council's Corporate Plan, please click [here](#).

## SRR - Detailed Update as at end December 2025

<b>SRR-01 Financial Sustainability</b>		
<b>Risk Owner</b>	Karen Spencer - Director of Resources	
<p>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.</p> <p>An unbalanced budget could potentially lead to failures to deliver on key projects, outcomes for residents or the filing of Section 114 Notice.</p>		
Original Risk Score	Current Risk Score	Target Risk Score
<b>20</b>	<b>12</b>	<b>12</b>
<b>Impact Scores</b>	5 - Catastrophic	4 - Major
<b>Likelihood Scores</b>	4 - Likely	3 - Moderate

<b>Causes</b>	<b>Consequences</b>	<b>Internal Controls &amp; Mitigations</b>
<ul style="list-style-type: none"> <li>. Central Government funding policy and level of grant funding payable to Local Government.</li> <li>. Impact of Cost-of-Living Crisis on residents and ability to generate Council Tax.</li> <li>. Cap on Council Tax increases.</li> <li>. Management of external factors such as inflation rates, borrowing costs and energy costs, etc.</li> <li>. High levels of pay inflation.</li> <li>. Cost of implementing food waste collections.</li> </ul>	<ul style="list-style-type: none"> <li>. Council Budget is set with use of Reserves required to bridge funding gap.</li> <li>. Reduction in Council Reserves year on year.</li> <li>. Potential Section 114 Notice requirement in future years.</li> <li>. Additional scrutiny from Central Government.</li> </ul>	<ul style="list-style-type: none"> <li>. Monthly budget monitoring undertaken by budget manager and service accountant</li> <li>. Capital and Revenue Budget monitoring reported to Executive quarterly (<a href="#">Link</a>)</li> <li>. Treasury Management Reports presented to Accounts &amp; Audit Committee, Executive and Council (<a href="#">Link</a>)</li> <li>. MTFP report updated bi-annually and submitted to Executive and Full Council in February each year (<a href="#">Link</a>)</li> <li>. Daily Treasury management reviews to ensure best returns on cash balances are achieved</li> <li>. Debt management policy in place - linked to Treasury management</li> <li>. Capital Appraisal documents completed for all new capital schemes as part of the budget setting process</li> <li>. Section 151 Officer sign off for Robustness of Estimates, Statement of Accounts and Grant Returns</li> <li>. Annual finance training to Budget Holders, managers and members</li> <li>. Contingency arrangements built into financial planning &amp; management routines.</li> </ul>

		<ul style="list-style-type: none"> <li>. Continuous improvement programme in place to drive efficiencies</li> <li>. Fees and charges policy reviewed and approved annually (<a href="#">Link</a>)</li> <li>. Cross-party Budget Working Group meet monthly to review budget proposals in build-up to budget setting and February MTFP review</li> <li>. Rigorous budget monitoring process takes place monthly and is reported to members quarterly</li> </ul>
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Linked Actions					
CP25 1.01 Financial Resilience			Gemma-Louise Wells	28-Feb-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green and on target for delivery.</p> <p><b>What are you doing to maintain or improve the situation?</b> Balanced budget will be produced for February Budget Council.</p>
CP25 1.02 Local Government Reorganisation			Karen Spencer; Phillip Spurr	28-Nov-2025	<p><b>Why is the action red, amber or green?</b> This priority was completed on schedule.</p> <p><b>What are you doing to maintain or improve the situation?</b> The Councils final proposal was submitted in November 2025 on schedule. Work on preparations for LGR continue with the government decision expected to be received in summer 2026.</p>
CP25 1.10 Transfer of Assets			Philip Kirby	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is Green with the team working to progress this.</p> <p><b>What are you doing to maintain or improve the situation?</b> Next meeting of Asset Transfer Working Group planned for 20th January to review interest and resource requirements.</p>
CP25 4.01 Indoor Leisure Review			Karen Spencer; Phillip Spurr	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with good progress being made.</p> <p><b>What are you doing to maintain or improve the situation?</b> Work on Wavelengths extension has now started on site with completion expected before the end of March 2026.</p> <p>On track to deliver glazing and solar enhancements by the end of March 2026.</p> <p>A consultant has been appointed to do work on the</p>

					Decarbonisation Scheme. They are pulling together a RIBA Stage 2 programme of work which is due for review by the end of January 2026. This will inform the programme going forward for 2 of the 3 leisure centres.
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<b>Latest Note</b>
<p>This risk score has been reviewed in Q3 2025/26 and the Likelihood score has been reduced from Major (4) to Moderate (3). This is due to extensive work on the MTFP for 2026/27 and beyond.</p> <p>There are a number of external and internal factors impacting this risk.</p> <p>The provisional finance settlement 2026/27 - 2028/2029 was released 17th December 2026. The settlement has placed additional pressure on the Councils MTFP.</p> <p>Efforts are ongoing to identify and bring forward ways in which the Council can balance its budget over the medium term.</p> <p>The cost of food waste collections are placing additional pressure on the Councils MTFP.</p>

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

**Risk Owner** Dean Langton - Chief Executive / Karen Spencer - Director of Resources / Phillip Spurr - Director of Place

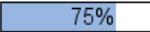
The Council's ability to deliver critical services due to staff vacancies, turnover and absence and ineffective decision-making processes. Ability to recruit and retain the right people with the right skills and behaviours in the right job at the right time. The wider employment market that Local Authorities 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.

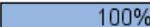
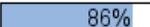
Original Risk Score		Current Risk Score	Target Risk Score
<b>16</b>		<b>12</b>	<b>6</b>
<b>Impact Scores</b>	4 - Major	4 - Major	3 - Moderate
<b>Likelihood Scores</b>	4 - Likely	3 - Moderate	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
<p>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</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>. Quarterly Performance Clinics monitor capacity and performance, flagging up any issues impacting on the Council's ability to deliver its Corporate Plan. (<a href="#">Link</a>)</li> <li>. CLT discusses and makes key decisions on staffing matters following Performance Clinics</li> <li>. Regular Portfolio Holder Briefings held keeping Members informed of current activity / developments which can impact on capacity (When / Link)</li> <li>. 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. (<a href="#">Link</a>)</li> <li>. Personal Development Review process which identifies skills gaps within the organisation and promotes development.</li> <li>. Employee Benefits Programme in place that promotes staff welfare / health &amp; wellbeing and aids retention. This includes the Employee Assistance Programme (EAP), VIVUP benefits package and AVCwise. (<a href="#">Link</a>)</li> <li>. Attendance Policy in place with compliance monitored to ensure remedial action taken where necessary. Regular training is delivered to managers to support this. (<a href="#">Link</a>)</li> </ul>

		<ul style="list-style-type: none"> <li>. Corporate Plan communicated with staff so they have a clear understanding of their contributions to the Council's priorities.</li> <li><a href="#">(Link)</a></li> <li>. Staff Engagement Sessions and Briefings to keep staff involved and informed.</li> <li>. Use of consultants / agency staff to deliver key projects whilst vacancies are filled.</li> <li>. Dynamic IT and Digital Strategies in place to support hybrid working.</li> <li>. Effective Utilisation of Apprenticeship Levy year on year.</li> <li>. Reorganisation will present lots of new opportunities for staff.</li> <li>. Additional budget included from 2025/26 to support succession planning through engagement of apprentices in key areas.</li> </ul>
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Linked Actions					
CP25 1.03 Continuous Improvement			Sarah Astin-Wood; Howard Culshaw; David Walker	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with two milestones complete and one milestone overdue.</p> <p><b>What are you doing to maintain or improve the situation?</b> The evaluation of the elections process was completed as planned during Quarter 1.</p> <p>The Transformation Programme Report review has taken place and the updated was shared at CLT on 16th December 2025. This is now complete.</p> <p>The Enforcement Review work continues.</p>
CP25 1.04 Liberata Contract			Sarah Astin-Wood; Marie Mason	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with two milestones already completed and the other four on target for delivery.</p> <p><b>What are you doing to maintain or improve the situation?</b> The performance framework for 2025/26 has been agreed and reported to the Joint Partnership Board on 16th September 2025.</p> <p>A review of the current governance arrangements of the contract has been undertaken and some improvements from January 2026 onwards include CLT being presented with the Minutes of the monthly Partnership Steering Group and IT Programme Board meetings. The Council's Chief Executive will also be</p>

				<p>attending and chairing the IT Programme Board from February 2026. A review of the Terms of Reference for the IT Programme Board is also planned. Work continues in this area and is ongoing.</p> <p>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 &amp; Digital Strategy and ICT Strategy. The Council's proposal to bring back in-house Exempt Accommodation from the Revenues &amp; Benefits Service is not being progressed further at this time.</p> <p>Customer &amp; Digital Strategy agreed by Council in July 2025 and delivery has begun with monthly progress meetings taking place with Liberata colleagues.</p> <p>ICT Strategy agreed at Council July 2025 and delivery plan in development with ICT and service heads, with some actions already in progress. The ICT Delivery Plan is to be monitored at the IT Programme Board and CLT meetings.</p> <p>The Workforce Development Strategy is currently being updated to ensure it fits with LGR requirements. However, relevant actions are still being delivered as required. Delays may be experienced in the delivery of the strategy due to the L&amp;D Officer being on medical leave until April 2026.</p>
CP25 1.08 Online Services			Sarah Astin-Wood; Howard Culshaw	<p>31-Mar-2026</p> <p><b>Why is the action red, amber or green?</b> This priority is currently Green with one milestone which is currently overdue but still expected to complete by the end of the financial year.</p> <p><b>What are you doing to maintain or improve the situation?</b> There have been delays with the review of the live streaming of meetings milestone. This is currently in abeyance in the light of LGR and appropriate budget commitment. The existing providers will continue to provide this service until end March 2026.</p> <p>With regards the Customer &amp; Digital Strategy, positive progress has been made on implementation, with a focus on improving accessibility and the digital experience. A website upgrade has been secured with Jadu, which will deliver a more accessible,</p>

					<p>user-friendly, and modern digital experience for customers. A formal kick-off meeting is scheduled with Jadu on 16 January 2026.</p> <p>Alongside this, targeted work has been carried out to improve the website in relation to the Top 10 corporate call drivers, the majority of which relate to waste services.</p> <p>In addition, a new Community Hub has been launched, providing fully up-to-date information in a more engaging and visually appealing format. The hub has been rebuilt with accessibility and usability in mind, making it easier for residents to find support and services online.</p>
CP25 1.09 Staff Values and Achievements			Sarah Astin-Wood; Danielle Mulderrig	30-Sep-2025	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is now complete.</p> <p><b>What are you doing to maintain or improve the situation?</b> Feedback survey on staff recognition scheme completed and feedback given to CLT (Karen and Phillip) with options for next steps.</p> <p>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.</p>
CP25 2.04 Behaviour Change Campaigns			David Walker	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is on target with 2/3 milestones now fully completed and the last on target.</p> <p><b>What are you doing to maintain or improve the situation?</b> In Quarter 3, with support from Lancashire Fire and Rescue we delivered 1,577 leaflets to properties across Brierfield and Nelson, focusing on areas with high levels of bin fire activity. Areas identified by Lancashire Fire &amp; Rescue. This resulted in a further 249 enforcement actions in the targeted area's. Total Actions 249 Total S80 38 Total EVA 51 Total S46 154 Total Builders Waste 13 Total S215 1 Total ABV 6</p> <p>Treatment of identified areas to take place Late February and through March. Areas for treatment include high footfall pedestrian town centre locations and areas around schools and colleges. Social media promotion of activity will provide</p>

					information on activity and encourage behaviour change messages around responsible disposal of litter and chewing gum.
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**Latest Note**

Risk score reviewed in Q3. Score maintained 4:3 as while some key posts have been filled there are still some key vacancies.

There are still vacancies in key services areas, HoS are working to fill these (Engineering, estates & Building control)

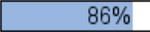
Additional budget included from 2025/26 to support succession planning through engagement of apprentices in key areas.

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

<b>Risk Owner</b>	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.			
<b>Original Risk Score</b>		<b>Current Risk Score</b>	<b>Target Risk Score</b>
<b>20</b>		<b>12</b>	<b>6</b>
<b>Impact Scores</b>	4 - Major	4 - Major	3 - Moderate
<b>Likelihood Scores</b>	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		<div style="width: 82%; background-color: #4f81bd; height: 15px; border: 1px solid black;"></div> 82%	David Walker	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with two milestones now overdue but very close to completion.</p> <p><b>What are you doing to maintain or improve the situation?</b> Waste Disposal Authority have completed a tendering exercise for none recyclable domestic waste and bulky waste. Pendle's weights have been included in the procurement process. The successful bidder is located in Burnley. The current position for Pendle is as follows - Garden waste and commercial waste remain in Pendle; Refuse and Bulky go to Burnley; Food waste to Farington (bulk transfer being worked on); street cleansing to be confirmed. WDA authority advised tender to be issued for the</p>

					<p>disposal of street cleansing material. WDA recent tender has resulted in a possible income within the region of £65,000 being received. The change in disposal location also reduces the need for Pendle to pay the £550,000 handling fee it had been required to cover if the agreement for Regent Street was extended. Awaiting final confirmation on award of WDA tender at time of update.</p> <p>Work ongoing with regards promotion of food waste collections. Leaflet advising residents of the new collections scheme to be delivered mid January. Caddies and liners to be delivered from February 2026. Communications plan including supermarket visits, community group meetings, radio adverts and billboard and vehicle banners agreed. All communications leading to the introduction of the scheme start January 2026.</p> <p>Vehicle tender completed December 2025. Tender outcome approved by Members at December Executive.</p>
CP25 2.04 Behaviour Change Campaigns			David Walker	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is on target with 2/3 milestones now fully completed and the last on target.</p> <p><b>What are you doing to maintain or improve the situation?</b> In Quarter 3, with support from Lancashire Fire and Rescue we delivered 1,577 leaflets to properties across Brierfield and Nelson, focusing on areas with high levels of bin fire activity. Areas identified by Lancashire Fire &amp; Rescue. This resulted in a further 249 enforcement actions in the targeted area's. Total Actions 249 Total S80 38 Total EVA 51 Total S46 154 Total Builders Waste 13 Total S215 1 Total ABV 6</p> <p>Treatment of identified areas to take place Late February and through March. Areas for treatment include high footfall pedestrian town centre locations and areas around schools and colleges. Social media promotion of activity will provide information on activity and encourage behaviour change messages around responsible disposal of litter and chewing gum.</p>

#### Latest Note

CLT agreed at their meeting on 27th Jan 2026 that this is no longer a strategic risk. The reason for this is Lancashire County Council have undertaken a tendering exercise for the transfer and treatment of residual and bulky household waste for East Lancashire inclusive of Pendle's weights. We have now received direction from the County Council to transfer to the new provider. The County Council is effectively continuing to arrange for the treatment and transfer of residual and bulky household waste albeit at a different location to the one we have used in the past. The cost implication to Pendle has reduced from the those reported in previous reports to Committee. The risk is included here for completeness and will be removed from future updates.

## 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 regulatory breaches and mitigate cyber security incidents, as well as facilitate business continuity, disaster recovery, risk identification and mitigation across the organisation.

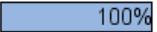
Failure to manage this risk effectively can lead to significant potential and reputational damage.

Original Risk Score		Current Risk Score	Target Risk Score
<b>16</b>		<b>16</b>	<b>6</b>
<b>Impact Scores</b>	4 - Major	4 - Major	3 - Moderate
<b>Likelihood Scores</b>	4 - Likely	4 - Likely	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
<ul style="list-style-type: none"> <li>. Lack of dedicated resource with the relevant skills and experience designated to manage Information Governance across the Council.</li> <li>. Ineffective information governance arrangements, such as poor quality, out-dated or non-existent necessary documentation, e.g. ROPA, IAR, and Data Flow Maps.</li> <li>. Human error due to a lack of awareness, training and resource.</li> <li>. Weak information governance culture within the organisation.</li> <li>. Inadequate risk management arrangements around information governance risk identification, assessment and analysis.</li> <li>. 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.</li> </ul>	<ul style="list-style-type: none"> <li>. 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.</li> <li>. Financial and/or reputational damage to the Council.</li> <li>. Inability to respond effectively in the event of a cyber-attack or loss of data.</li> <li>. Weak information governance culture within the organisation.</li> <li>. Data Protection Breach.</li> <li>. Data Retention Breach.</li> <li>. Lack of understanding what information assets the Council has, how they are secured, who has access to them and the lawful basis for processing.</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Corporate Governance Steering Group (CGSG)</a> in place which meets bi-monthly and where information Governance is a standing agenda item.</li> <li>• Chair of the CGSG is the Council's Head of Legal &amp; Democratic Services who also assumes the role of Data Protection Officer (DPO) and Monitoring Officer (MO).</li> <li>• 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.</li> <li>• Bi-annual KB4 Management Group meetings take place which includes representatives from Pendle Leisure Trust (PLT) &amp; Liberata IT Services.</li> <li>• KB4 training compliance is reported to Heads of Service monthly and to the CGSG at least 6mthly.</li> </ul>

		<ul style="list-style-type: none"> <li>• <a href="#">Information Security Handbook</a> 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.</li> <li>• DPO Record of Disclosure in place.</li> <li>• BC &amp; DR plans regularly tested and reviewed.</li> <li>• Privacy Notice in place for both <a href="#">employees</a> and <a href="#">customers</a>.</li> </ul>
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Linked Actions					
CP25 1.02 Local Government Reorganisation			Karen Spencer; Phillip Spurr	28-Nov-2025	<p><b>Why is the action red, amber or green?</b> This priority was completed on schedule.</p> <p><b>What are you doing to maintain or improve the situation?</b> The Councils final proposal was submitted in November 2025 on schedule. Work on preparations for LGR continue with the government decision expected to be received in summer 2026.</p>
CP25 1.08 Online Services			Sarah Astin-Wood; Howard Culshaw	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This priority is currently Green with one milestone which is currently overdue but still expected to complete by the end of the financial year.</p> <p><b>What are you doing to maintain or improve the situation?</b> There have been delays with the review of the live streaming of meetings milestone. This is currently in abeyance in the light of LGR and appropriate budget commitment. The existing providers will continue to provide this service until end March 2026.</p> <p>With regards the Customer &amp; Digital Strategy, positive progress has been made on implementation, with a focus on improving accessibility and the digital experience. A website upgrade has been secured with Jadu, which will deliver a more accessible, user-friendly, and modern digital experience for customers. A formal kick-off meeting is scheduled with Jadu on 16 January 2026.</p> <p>Alongside this, targeted work has been carried out to improve the website in relation to the Top 10 corporate call drivers, the majority of which relate to waste services.</p> <p>In addition, a new Community Hub has been launched, providing</p>

					fully up-to-date information in a more engaging and visually appealing format. The hub has been rebuilt with accessibility and usability in mind, making it easier for residents to find support and services online.
SRR-03.03 Information Asset Register (IAR) and Record of Processing Activity (ROPA) to be reviewed and updated			Howard Culshaw	31-Dec-2025	<p><b>Why is the action red, amber or green?</b> This action has now been completed with the IAR &amp; ROPA now being fully refreshed.</p> <p><b>What are you doing to maintain or improve the situation?</b> The IAR &amp; ROPA will be presented to EMT in February 2026 and then updated yearly.</p>

Latest Note
<p>Review Quarter 3, 2025/26 - Risk reviewed and maintained at 4:4 for Q3. This score will drop following the launch of the new ROPA &amp; IAR at EMT in February.</p> <p>The new registers have been functioning from 14th January (Q4). The risk score may drop further once the appointment of the new Information Governance Officer is confirmed in the 4th quarter.</p> <p>Work is also underway to update the Councils Privacy notice hosted online. Leveraging the work that has already been done on the IAR and ROPA a layered approach will be adopted with specific Privacy notices for each Council function. This is in line with best practice and articles 13 &amp; 14 of UK GDPR.</p>

## 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.

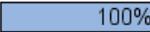
To minimise the Council's cyber risk and ensure the operational resilience in the event of an incident. The Council operates within a wider cyber security context and cannot directly control the level of threat posed.

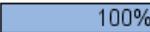
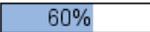
Failure to manage this risk will lead to reductions in efficiency / capacity and ability to respond effectively in the event of a cyber incident, as well as significant potential financial and reputational damage.

Original Risk Score		Current Risk Score	Target Risk Score
<b>16</b>		<b>12</b>	<b>6</b>
<b>Impact Scores</b>	4 - Major	4 - Major	3 - Moderate
<b>Likelihood Scores</b>	4 - Likely	3 - Moderate	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
<p>Cyber Security incident affects Council's ability to deliver critical services.</p> <p>Ineffective operational resilience.</p> <p>Human error due to a lack of awareness, training and resource.</p> <p>Owners / administrators and deputies not identified for key systems.</p>	<p>Cyber security incident resulting in loss of data, systems and / or reputational damage.</p> <p>IT systems not being used to their full potential, impacting on resource and resilience.</p> <p>Inability to respond effectively to system upgrades, management, maintenance and development.</p> <p>Lack of understanding what information assets the Council has, how they are secured and who has access to them.</p>	<p><a href="#">BCP &amp; DR plan regularly tested and reviewed</a></p> <ul style="list-style-type: none"> <li>. 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.</li> <li>. KB4 training compliance is reported Heads of Service monthly and to the CGSG at least 6mthly.</li> <li>. Bi-annual KB4 Management Group meetings take place which includes reps from Pendle Leisure Trust (PLT) &amp; Liberata IT Services</li> <li>. <a href="#">Information Security Handbook</a> in place - last reviewed in June 2024.</li> <li>. Constant KB4 Phishing “dip test” conducted and reported to managers</li> <li>. Monthly IT Programme Board governance meetings take place between PBC and Liberata IT Services</li> <li>. Monthly PSG Meetings take place where the IT Risk Register is reviewed</li> <li>. Cyber Treatment Plan successfully delivered and reviewed quarterly by IT, PBC and Local Digital Team</li> <li>. Cyber Essentials accreditation achieved in September 2024.</li> </ul>

		<ul style="list-style-type: none"> <li>. <a href="#">Cyber Essentials Plus</a> assessment undertaken in November 2024 and certification received early December 2024.</li> <li>. Idox User Group in place and active [meeting frequency, etc]</li> <li>. Frequent communications issued relating to cyber security to raise awareness, inform of current threats, etc.</li> <li>. 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.</li> <li>. Digital 360 Peer Review undertaken in December 2024.</li> </ul>
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Linked Actions					
CP25 1.02 Local Government Reorganisation			Karen Spencer; Phillip Spurr	28-Nov-2025	<p><b>Why is the action red, amber or green?</b> This priority was completed on schedule.</p> <p><b>What are you doing to maintain or improve the situation?</b> The Council's final proposal was submitted in November 2025 on schedule. Work on preparations for LGR continue with the government decision expected to be received in summer 2026.</p>
CP25 1.08 Online Services			Sarah Astin-Wood; Howard Culshaw	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This priority is currently Green with one milestone which is currently overdue but still expected to complete by the end of the financial year.</p> <p><b>What are you doing to maintain or improve the situation?</b> There have been delays with the review of the live streaming of meetings milestone. This is currently in abeyance in the light of LGR and appropriate budget commitment. The existing providers will continue to provide this service until end March 2026.</p> <p>With regards the Customer &amp; Digital Strategy, positive progress has been made on implementation, with a focus on improving accessibility and the digital experience. A website upgrade has been secured with Jadu, which will deliver a more accessible, user-friendly, and modern digital experience for customers. A formal kick-off meeting is scheduled with Jadu on 16 January 2026.</p> <p>Alongside this, targeted work has been carried out to improve the website in relation to the Top 10 corporate call drivers, the majority of which relate to waste services.</p>

					In addition, a new Community Hub has been launched, providing fully up-to-date information in a more engaging and visually appealing format. The hub has been rebuilt with accessibility and usability in mind, making it easier for residents to find support and services online.
SRR-03.03 Information Asset Register (IAR) and Record of Processing Activity (ROPA) to be reviewed and updated			Howard Culshaw	31-Dec-2025	<p><b>Why is the action red, amber or green?</b> This action has now been completed with the IAR &amp; ROPA now being fully refreshed.</p> <p><b>What are you doing to maintain or improve the situation?</b> The IAR &amp; ROPA will be presented to EMT in February 2026 and then updated yearly.</p>
SRR-03.10 Review feedback / next steps from MHCLG re CAF scoping / self-assessment submission and progress further actions / work as required			Sarah Astin-Wood; Marie Mason; Daniel McCaffrey	31-Dec-2025	This has been discussed during Quarter 3 and further discussion required to enable a decision to be made on if the Council will adopt the CAF. This will be a highly resource intensive piece of work for which appropriate resources need to be identified and would require significant involvement from Internal Audit.
SRR-03.11 Replace the current existing perimeter firewalls			Sarah Astin-Wood; Marie Mason; Daniel McCaffrey	30-Sep-2025	<p><b>Why is the action red, amber or green?</b> This action is red and overdue but work is progressing.</p> <p><b>What are you doing to maintain or improve the situation?</b> The firewall replacement has been delayed due to the need for additional infrastructure work on the Councils main internet circuit. This work was bottlenecked by BT Openreach who are responsible for directing contractors to carry out the work. However, the internet circuits have now been replaced.</p> <p>The new firewalls are in place and the lines are active with testing and related migration works ongoing. A Project Plan meeting is scheduled for Friday 16th January 2026 and following this an updated project will be shared with Council which will detail the next steps and the planned Go Live date.</p>
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	<p><b>Why is the action red, amber or green?</b> This action is red due to the volume of work involved but excellent progress has been made.</p> <p><b>What are you doing to maintain or improve the situation?</b> A series of workshops were held throughout Quarter 3 to develop / review the numerous Council IT and Information Security polices. This also included setting up and testing document labelling policies (DLP). The detailed polices are yet to be</p>

					finalised but work continues. This will also result in an updated Information Security Handbook being launched to complement the policies and aid end users. A key part of the policy work also includes working closely with IT colleagues to ensure the appropriate technical controls are in place to support the implement of the policies and support end users in their day-to-day working practices.
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Latest Note
<p>Review Quarter 3, 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.</p> <p>Work underway to deliver the mitigating actions related to this risk and the internal audit recommendations.</p> <p>MIAA have completed the work required with HoS to update the IAR &amp; ROPA and training / guidance session for EMT and Information Asset Owners and Administrators is currently being planned for early 2026.</p> <p>The Information Security Handbook and associated detailed IT and Information Security polices including Data Classification, Data Loss Prevention and AI Acceptable Usage are being finalised with workshops having been held with key stakeholders throughout Quarter 3 to progress these. Work is also ongoing to ensure the technical controls to support the implementation of these policies are in place prior to the launch. The policies will be launched to CLT and EMT during Quarter 4 with guidance session included.</p> <p>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.</p> <p>Work on upgrading the Councils infrastructure is well underway, including the firewall replacement project, which is nearing completion. This will see big improvements in both security and officer day to day experience.</p>

## 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		4	9
<b>Impact Scores</b>	3 - Moderate	4 - Major	3 - Moderate
<b>Likelihood Scores</b>	3 - Moderate	1 - Remote	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.	<ul style="list-style-type: none"> <li>• Monthly meeting of Local Plan Steering Group to give oversight and governance to meet targets.</li> <li>• Contributed to Government Planning Policy consultation and ensuing changes were reported to Committee to help steer the Plan effectively through the changes.</li> <li>• Data driven approach to Local Plan design.</li> <li>• Public consultations conducted and outcomes reported to Executive as required.</li> <li>• Steering Group for Local Plan meets monthly.</li> </ul>

Linked Actions					
CP25 3.01 An ambitious Local Plan		<div style="width: 100%; height: 10px; background-color: #4f81bd; border: 1px solid black;"></div> 100%	Neil Watson	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority has been completed ahead of schedule.</p> <p><b>What are you doing to maintain or improve the situation?</b> 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.</p>

**Latest Note**

For the current Local Plan the risk has been reduced to its lowest possible as the Plan has been adopted in December. The Council will need to re-evaluate the risks associated with the requirement for a new Local Plan once Regulations have been published on that process by Government. The indication is that this will be sometime at the start of 2026 but no specific timescale has been given.

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

<b>Risk Owner</b>	Sarah Astin-Wood - Head of Policy & Commissioning
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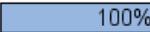
The Council's ability to ensure value for money is delivered from the Council's key high value contract with Liberata UK Ltd. There is a risk that the Council's performance management framework is ineffective and doesn't provide the right information to inform effective and timely decision-making.

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
<b>16</b>		<b>12</b>	<b>6</b>
<b>Impact Scores</b>	4 - Major	4 - Major	2 - Minor
<b>Likelihood Scores</b>	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.	<ul style="list-style-type: none"> <li>Annual internal audit review of Liberata Contract arrangements</li> <li>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.</li> <li>Regular (When) contract meetings held between the Council's Director of Resources and Liberata's Local Government Regional Manager.</li> <li>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.</li> <li>Annual Performance Framework Review is undertaken to ensure the framework remains fit for purpose.</li> </ul>

Linked Actions					
SRR-05.05 Review of governance arrangements		<div style="width: 100%; height: 10px; background-color: #4f81bd; border: 1px solid black;"></div> 100%	Sarah Astin-Wood; Marie Mason	31-Jul-2025	Work will continue to be ongoing in this area to establish improvements in the governance arrangements around the contract which also includes more accountability and oversight

					<p>from CLT (formerly CMT).</p> <p>A review of the current arrangements has been undertaken and some improvements from January 2026 onwards include CLT being presented with the Minutes of the monthly Partnership Steering Group and IT Programme Board meetings. The Council's Chief Executive will also be attending and chairing the IT Programme Board from February 2026. A review of the Terms of Reference for the IT Programme Board is also planned during Quarter 4 2025/26.</p>
SRR-05.06 Liberata Performance Framework reviewed and updated			Marie Mason	31-Jul-2025	<p>The performance framework for 2025/26 has been agreed and reported to the Joint Partnership Board on 16th September 2025.</p> <p>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 &amp; Digital Strategy and CS Transformation Group.</p>

Latest Note
<p>Quarter 3, 2025/26 Review: No major changes impacting the risk score this quarter. It has been reviewed and remains the same.</p> <p>Work will commence in Quarter 4 2025/26 to review the Performance Management Framework for 2026/27.</p> <p>Work is ongoing to establish improvements in the governance arrangements around the contract which also includes more accountability and oversight from CLT (formerly CMT). A review of the current arrangements has been undertaken and some improvements from January 2026 onwards include CLT being presented with the Minutes of the monthly Partnership Steering Group and IT Programme Board meetings. The Council's Chief Executive will also be attending and chairing the IT Programme Board from February 2026. A review of the Terms of Reference for the IT Programme Board is also planned.</p>

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

<b>Risk Owner</b>	Phillip Spurr - Director of Place
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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
<b>16</b>		<b>12</b>	<b>9</b>
<b>Impact Scores</b>	4 - Major	4 - Major	3 - Moderate
<b>Likelihood Scores</b>	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.	<ul style="list-style-type: none"> <li>. Monthly / Quarterly Returns - Both financial and delivery returns submitted as per funding conditions.</li> <li>. Nelson Town Deal Board meetings undertaken frequently bi-monthly)</li> <li>. PenBrook Joint Venture established and meet quarterly to deliver key Nelson Town Deal projects</li> <li>. Consultants procured to assist with the delivery of cemetery facilities project and internal working group established meeting monthly</li> <li>. Agreement reached to secure Raise Partnership regeneration support for NTD and LUF.</li> <li>. Monthly regeneration steering group in place</li> <li>. Key project working groups in place for key schemes such as Colne market</li> </ul>

Linked Actions					
CP25 3.02 UK Shared Prosperity Fund (SPF)		<div style="width: 96%; background-color: #4f81bd; height: 15px; border: 1px solid black;"></div> 96%	Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	<b>Why is the action red, amber or green?</b> There has been good progress on this Corporate Priority with 2/3 milestones already completed.

					<p>The final milestone is on target and will complete on schedule.</p> <p><b>What are you doing to maintain or improve the situation?</b> We are now monitoring the commitment of the funding and the returns to the governing bodies.</p>
CP25 3.05 Nelson Town Deal			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> There has been good progress on this Corporate Priority; however, delays have been experienced commencing the demolition of Pendle Rise which will see some milestones continue into 2026/27.</p> <p><b>What are you doing to maintain or improve the situation?</b> Work has commenced on Pendle Rise with the building being boarded up and internal strip out / disconnection of utilities now taking place. This includes the strip out of asbestos and other materials. This will enable the demolition to commence in late Q4 and will continue into 2026/27.</p> <p>The digital skills hub first intake due in easter and we are supporting NCC as much as possible.</p> <p>Delivery of the Accessible Nelson programme is progressing as planned.</p> <p>We are ensuring that grant allocations to local business are agreed and also allowing for any slippage by having additional applications in the background.</p>
CP25 3.07 Plan for Neighbourhoods (Nelson)			Sarah Astin-Wood; Gill Dickson	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green and very nearly completed.</p> <p><b>What are you doing to maintain or improve the situation?</b> Investment Plan and Regeneration Plan submitted in Nov. Both plans have passed initial triage stage, and are being taken forward into the next stage.</p> <p>Currently working with the Board to consider 2026/27 projects-developing Eol process and engaging with community groups.</p> <p>Themes identified in the Regeneration Plan and work commenced with the Board in developing grant process for projects that align with the themes. Expression of Interest process</p>

					currently being developed for 2026/27 community projects.
CP25 3.09 Colne Levelling Up Programme			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	<p><b>Why is the action red, amber or green?</b> Progress on this Corporate Priority has been delayed but is ongoing. We are yet to reach an agreement with our identified operator and this has caused delays. This work is likely to spill in to 2026/27.</p> <p><b>What are you doing to maintain or improve the situation?</b> Works to the Public Realm will complete in Spring 2026. Negotiations to secure an operator are ongoing.</p>
CP25 3.10 PEARL/PEARL Together			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> 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 remains overdue and is now expected to continue into 2026/27.</p> <p><b>What are you doing to maintain or improve the situation?</b> As previously reported, funding for archaeology at the Further Clough Head site has not been successful through the Heritage Lottery Fund. Archaeology tenders have been returned (w/c 26/01/2026) and we are also looking at Coal authority and UU requirements. Updated Homes England with a revised timeline and request for additional funding if available.</p> <p>Construction at Spring Mill housing site is well underway and will complete on time. We continue to support the development as needed.</p>

<b>Latest Note</b>
<p>Risk score reviewed in Q3 and there is no change this quarter.</p> <p>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.</p> <p>Officers are putting in place delivery programmes to ensure spend through the Nelson Pride in Place programme and the Pride in Place impact fund.</p> <p>Discussions ongoing with key funding partners such as Homes England and to explore further joint venture scheme delivery through the Penbrook JV.</p>

## 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
<b>16</b>		<b>12</b>	<b>9</b>
<b>Impact Scores</b>	4 - Major	4 - Major	3 - Moderate
<b>Likelihood Scores</b>	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.	<ul style="list-style-type: none"> <li>• <a href="#">Declaration of Interest forms</a> completed and published for all Members</li> <li>• <a href="#">Constitution</a> guiding member actions and behaviour</li> <li>• Constitution review undertaken annually.</li> <li>• Inductions for all new members</li> <li>• Member Newsletter issued monthly to keep Members informed of current activity</li> <li>• Delivery of a relevant, responsive and effective Member training programme.</li> <li>• <a href="#">Member Code of Conduct</a> in place and reviewed annually.</li> <li>• <a href="#">Governance &amp; Committee</a> Structure in place.</li> <li>• Regular meetings with Portfolio Holders and CMT.</li> </ul>

### Linked Actions

CP25 1.02 Local Government Reorganisation		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	Karen Spencer; Phillip Spurr	28-Nov-2025	<p><b>Why is the action red, amber or green?</b> This priority was completed on schedule.</p> <p><b>What are you doing to maintain or improve the situation?</b> The Councils final proposal was submitted in November 2025 on schedule. Work on preparations for LGR continue with the</p>
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CP25 1.05 Governance			Karen Spencer; Phillip Spurr	31-Mar-2026	<p>government decision expected to be received in summer 2026.</p> <p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with two milestones completed, one milestone on target and one overdue.</p> <p><b>What are you doing to maintain or improve the situation?</b> Work on the IAR and ROPA has been significantly delayed; however, these documents have now been updated and MIAA are due to conduct staff training in early February 2026.</p> <p>The comprehensive review of the Constitution has been undertaken and completed.</p> <p>With regards the outstanding actions from the Value for Money review by External Audit:</p> <ul style="list-style-type: none"> <li>- Significant work has been carried out to improve the Councils Information Governance including the refreshed IAR &amp; ROPA and a new set of Information Security policies which have been developed.</li> <li>- Work on the MTFP is continuous with the overall aim being financial sustainability.</li> </ul> <p>New Good Governance in Local Government framework implemented.</p>
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<b>Latest Note</b>
<p>Quarter 3 2025/26. Score reviewed and remains unchanged. There is uncertainty around whether elections will take place in May and if so what political balance will result from those. This could have an impact on this risk but this will be unknown until Q4.</p>

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

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

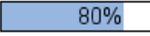
Sufficiently robust BCP and EP arrangements not in place placing the Council at high level of risk. It is likely that extreme weather impacts on delivery of day-to-day services and on our vulnerable residents will become more prevalent in coming years. As a District Council, PBC has access to fewer resources 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
<b>16</b>		<b>12</b>	<b>9</b>
<b>Impact Scores</b>	4 - Major	4 - Major	3 - Moderate
<b>Likelihood Scores</b>	4 - Likely	3 - Moderate	3 - Moderate

Causes	Consequences	Internal Controls & Mitigations
<p>In the coming years and decades it is predicted that temperatures will rise, winter rainfall will increase whilst summer rainfall decreases and heat waves, droughts, storms and floods will become more frequent and more severe this will have a major impact on the people and landscapes, businesses of Lancashire.</p> <p>Climate change may lead to more outdoor air pollutants including particulate matter and ground level ozone. These pollutants can affect some vulnerable people resulting in higher demands for support being received.</p> <p>There remains a persistent risk of Pandemics and infectious diseases.</p>	<p>Impact on infrastructure (roads/ highways/ vulnerable people/ front door services).</p> <p>The Council will be faced with the challenges of providing essential and critical services during periods where we could be impacted by additional request for support or reduced staffing levels.</p> <p>Requests for assistance or support may be isolated such as flooding or alternatively our resources may be required to support a multi agency response as we found during the coronavirus pandemic</p>	<ul style="list-style-type: none"> <li>• Business Continuity &amp; Emergency Plan in place</li> <li>• Disaster Recovery Plan in place</li> <li>• Resilience Direct Workshops</li> <li>• Weekly Out Of Hours (OOH) lists maintained (PBC &amp; PLT)</li> <li>• PLT Keyholder list maintained</li> <li>• Liberata contact list maintained</li> <li>• BCP, DR &amp; EP policies reviewed annually.</li> <li>• DR test scheduled for January 2024.</li> <li>• Attendance at LRF Winter Energy Risk Briefings and both strategic and tactical co-ordinating group meetings when required.</li> <li>• Local Civil Emergency Plan updated as required, e.g. when organisational changes are made.</li> <li>• 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.</li> <li>• Communication with residents and elected Members maintained during incidents. Channels include email, facebook and website messaging</li> </ul>

**Linked Actions**

<p>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.</p>			<p>David Walker</p>	<p>31-Mar-2026</p>	<p>Update January 2026. Awaiting information from other services to allow development of internal guidance. 7 staff indicated they would be willing to take part in paid standby arrangements. DW to follow up with Service leads for guidance and scenario notes.</p>
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**Latest Note**

Risk score reviewed in Q3 and maintained at 4:3 until standby arrangements are fully in place

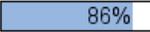
Awaiting information from other services to allow development of internal guidance. 7 staff indicated they would be willing to take part in paid standby arrangements. Assistant Director (Operational Services) to follow up with Service leads for guidance and scenario notes. Risk remains at 12.

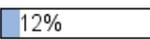
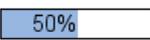
## SRR-09 Achievement of carbon neutral targets by 2030

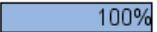
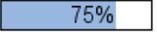
<b>Risk Owner</b>	Phillip Spurr - Director of Place		
<p>The Council's inability to meet national Carbon Neutral targets and PBC corporate carbon reduction targets. Additional Factors:</p> <ul style="list-style-type: none"> <li>- Continuation of Services (E Fleet, Blackouts...)</li> <li>- Estate Energy procurement</li> <li>- Capital Procurement of Renewables</li> <li>- Insulation of Council Property and wider Private Housing Estate</li> <li>- Leisure estate emissions</li> </ul> <p>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.</p>			
<b>Original Risk Score</b>		<b>Current Risk Score</b>	
<b>20</b>		<b>15</b>	
<b>Impact Scores</b>		<b>Target Risk Score</b>	
4 - Major		4 - Major	
<b>Likelihood Scores</b>		4 - Likely	
5 - Almost Certain		5 - Almost Certain	

Causes	Consequences	Internal Controls & Mitigations
<p>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.</p>	<p>Reputational Damage Long term impacts of climate change on local communities External scoring by Climate UK</p>	<ul style="list-style-type: none"> <li>. Climate Emergency working group meetings (<a href="#">Link</a>)</li> <li>. Quarterly monitoring of relevant PI's to ensure continuous improvement</li> <li>. Agile working and flexible working reduces carbon emissions</li> <li>. New energy contract secured for energy services (When)</li> <li>. Use of HVO (Hydro-treated Vegetable Oil) in part of the PBC vehicle fleet</li> <li>. Internal annual carbon reduction targets in place.</li> <li>. Annual Carbon Emissions Report produced</li> <li>. Energy review of leisure sites has been commissioned and will be undertaken by APSE December 2024</li> <li>. Up to date strategy and action plan in place and is being delivered (<a href="#">Link</a>)</li> <li>. Recruitment of permanent climate change officer</li> </ul>

Linked Actions					
CP25 2.03 Climate Change and Biodiversity		<div style="width: 80%; background-color: #4f81bd; height: 15px; border: 1px solid black;"></div> 80%	Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	<b>Why is the action red, amber or green?</b> This priority is presently green with 2 milestones overdue, 4

					<p>completed, 2 on target and one now no longer achievable.</p> <p>Progress on this priority has slowed due to the vacant Climate Officer post and most actions are now un-resourced.</p> <p><b>What are you doing to maintain or improve the situation?</b> 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.</p> <p>Gib Hill LNR - Contractors have completed the initial access improvements as planned consisting of 3 new piped crossings over existing ditch lines allowing mechanical access and improved pedestrian walking routes. This is now delayed and expected to carry forward into 2026/27.</p> <p>Alkincoates LNR – Management plan submitted to Natural England for approval. Formal extension declaration and mapping to be formally stamped by HC w/c 5 January 2026 prior to being submitted to Natural England for records to be updated. NB: NE may require a site visit prior to formal approval. This has been delayed but is expected to complete by the end March 2026.</p> <p>Vehicle Fleet tender included 2 alternative fuelled vehicles and electronic bin lifts on refuse collection vehicles. This is now complete.</p> <p>We are actively recruiting for the Climate Officer position and expect to have someone in post early in the New Year. Upon their recruitment progress is expected on the biodiversity net gains delivery and action plan.</p>
CP25 2.04 Behaviour Change Campaigns			David Walker	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is on target with 2/3 milestones now fully completed and the last on target.</p> <p><b>What are you doing to maintain or improve the situation?</b> In Quarter 3, with support from Lancashire Fire and Rescue we delivered 1,577 leaflets to properties across Brierfield and Nelson, focusing on areas with high levels of bin fire activity. Areas identified by Lancashire Fire &amp; Rescue. This resulted in a further 249 enforcement actions in the targeted area's. Total</p>

					<p>Actions 249 Total S80 38 Total EVA 51 Total S46 154 Total Builders Waste 13 Total S215 1 Total ABV 6</p> <p>Treatment of identified areas to take place Late February and through March. Areas for treatment include high footfall pedestrian town centre locations and areas around schools and colleges. Social media promotion of activity will provide information on activity and encourage behaviour change messages around responsible disposal of litter and chewing gum.</p>
CP25 3.03 Green Growth			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> 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.</p> <p><b>What are you doing to maintain or improve the situation?</b> Support to businesses has been delayed due to the vacant Climate Officer post; however, we are actively recruiting for the Climate Officer position and expect to have someone in post early in the New Year. Upon their recruitment progress is expected in this area.</p> <p>Progress on the LEVI scheme has been delayed as the scheme is still with LCC for feedback and comment. Regular contact being made with LCC to chase progress in this area.</p>
CP25 4.01b Deliver energy saving schemes				31-Mar-2026	<p>A consultant has been appointed to do work on the Decarbonisation Scheme. They are putting together a RIBA stage 2 programme of work which is due for review by the end of January 2026. This will inform the programme going forward for 2/3 of the leisure centres.</p>
CP25 4.02 Green Spaces			David Walker	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with 2/4 milestones fully completed, 1 on target and 1 now overdue.</p> <p><b>What are you doing to maintain or improve the situation?</b> Work ongoing on the planning application for Colne skate park. Bio Diversity Net Gain study completed. Awaiting final report prior to planning application being submitted February 2026. Marsden Pump track fully completed in December 2025. Victoria Park playground replacement completed November 2025. The remaining project covering the refurbishment of the</p>

					bridge within the park should start in quarter 4. Clough mill, Barnoldswick - Path maintenance x 5 , Marsden Park - Tree Planting x 8, CYAG Tree planting x 8, Walverden Park coppicing and thinning x 7, Greenfield nature reserve - bridge and step repairs x 5. A total of 33 volunteer attendees spread over 5 planned sessions.
CP25 4.03 Cycleways and Footpaths			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	<p><b>Why is the action red, amber or green?</b> This priority was completed in Q2. Additional detail provided below.</p> <p><b>What are you doing to maintain or improve the situation?</b> One route which was identified as a priority route was included in the Local Cycle and Walking Infrastructure Plans (LCWIPS) in the Accessible Nelson (AN) scheme at the start. Unfortunately, the route was removed when LCC did their value engineering of Accessible Nelson.</p> <p>Also submitted draft bids to Nelson's Long Term Town Plan for the same link which is from Manchester Road to Victoria Park as well as two other links to Accessible Nelson heading out of Nelson along Leeds Road. This was to compensate for missing it off the AN scheme. Nelson's Long Term Plan is now the new Pride in Place funding and bid will need to be resubmitted.</p> <p>Unlikely to be enough capital funding available for these routes under Pride in Place until 2027/28. Work will continue to look for other funding and will include these 3 routes in our revised Cycle Strategy.</p> <p>Findings of the LCWIPS were intergraded with Accessible Nelson but we were not successful at achieving funding for the routes that were identified in the LCWIPS in the end.</p>
SRR-09.06 Energy Efficiency of the Council's buildings assessed and programme of works agreed (Heat Decarbonisation Plans) to achieve carbon neutral targets where possible			Phillip Spurr	31-Mar-2025	<p><b>Why is the action red, amber or green?</b> Whilst this action is overdue progress continues to be made.</p> <p><b>What are you doing to maintain or improve the situation?</b> A consultant has been appointed to do work on the Decarbonisation Scheme. They are putting together a RIBA stage 2 programme of work which is due for review by the end of January 2026. This will inform the programme going forward for 2/3 of the leisure centres.</p>

**Latest Note**

Current Risk score reviewed in Q3, 2025/26 and has been reduced to 3:5 due to the addition of a new Climate Change Officer (Impact reduced from Major (4) to Moderate (3)). The risk remains high however a good amount of progress has been made in managing this risk.

New permanent Climate Change Officer has been appointed.

A consultant has been appointed to do work on the Decarbonisation Scheme. They are putting together a RIBA stage 2 programme of work which is due for review by the end of January 2026. This will inform the programme going forward for 2 of the 3 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
<b>9</b>		<b>9</b>	<b>4</b>
<b>Impact Scores</b>	3 - Moderate	3 - Moderate	2 - Minor
<b>Likelihood Scores</b>	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.	<ul style="list-style-type: none"> <li>• Safeguarding policy review (Next scheduled June 2025)</li> <li>• Statutory training for Taxi drivers for new drivers and a 3yr refresher delivered via an online package.</li> <li>• Partnership work with LCC, NHS &amp; Police</li> <li>• All Staff undertook Safeguarding Training (basic awareness) in September 2022.</li> <li>• Refresher training will be developed and delivered following Safeguarding Policy reviews.</li> <li>• Identified front-line staff undertook Safeguarding Level 2 Training in November 2022 (face-to-face).</li> <li>• 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.</li> </ul>

### Linked Actions

CP25 4.07 Taxi Licensing		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	Neil Watson	30-Sep-2025	<p><b>Why is the action red, amber or green?</b> This Corporate Priority has been completed on schedule.</p> <p><b>What are you doing to maintain or improve the situation?</b> Development of Taxi safety measures complete and</p>
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					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	<p><b>Why is the action red, amber or green?</b> This action is red and now overdue however, progress has been made and it is hearing completion.</p> <p><b>What are you doing to maintain or improve the situation?</b> 92% take up of staff safeguarding quiz</p> <p>Level 2 Safeguarding in person Safeguarding training delivered to frontline staff</p> <p>Online recording form launched to log safeguarding incidents and posters refreshed and displayed across all PBC sites, to inform staff of the safeguarding policy and procedures</p>

#### Latest Note

Quarter 3 2025/26 Review. Risk score reduced to 9 from 12. Reduction is due to potential Impacts being considered to now be Moderate (score of 3) as per Risk toolkit, rather than Major (score of 4), as PBC doesn't deliver direct Children's or Adults social care services so LCC would experience a higher level of impact.

92% take up of staff safeguarding quiz

Level 2 Safeguarding in person Safeguarding training delivered to frontline staff

Online recording form launched to log safeguarding incidents and posters refreshed and displayed across all PBC sites, to inform staff of the safeguarding policy and procedures

## SRR-11 Public Health and Wellbeing

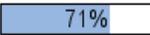
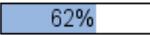
<b>Risk Owner</b>	Phillip Spurr - Director of Place	
<p>Poor public health outcomes for the people of Pendle Borough Council</p> <ul style="list-style-type: none"> <li>. poor health, etc</li> <li>. High number of terraced housing in certain parts of the borough</li> <li>. High levels of Deprivation</li> <li>. DFG programme – backlog and underspending</li> </ul> <p>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.</p>		
<b>Original Risk Score</b>		<b>Current Risk Score</b>
<b>16</b>		<b>16</b>
		<b>9</b>
<b>Impact Scores</b>	4 - Major	4 - Major
<b>Likelihood Scores</b>	4 - Likely	4 - Likely
		3 - Moderate
		3 - Moderate

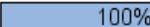
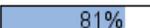
Causes	Consequences	Internal Controls & Mitigations
<p>Cramped housing can be the cause of health issues.                      Low levels of street cleanliness.                      Wage levels lower than the national average.                      High unemployment levels in the economically active age group.</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>. Holiday Activities and Food programme delivered throughout the year (<a href="#">Link</a>)</li> <li>. Regeneration Steering Group managing PBC regeneration projects (<a href="#">Link</a>)</li> <li>. Nelson Town Deal Board managing grants to local businesses, improving resilience and helping with growth (<a href="#">Link</a>)</li> <li>. Comprehensive Homelessness Support framework in place (<a href="#">Link</a>)</li> <li>. Integrated Care Board meetings</li> <li>. UKSPF, LUF, Nelson Town Deal, £20m Long Term Towns Fund for Nelson have health dimension.</li> <li>. Health and Wellbeing plan agreed and in place (<a href="#">Link</a>)</li> <li>. Increased pride in place identified in latest pendle survey</li> <li>. Cost of living interventions in place (<a href="#">Link</a>)</li> <li>. 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</li> <li>. Enforcement staff patrol all areas dealing with offenders as and when evidence is found.</li> </ul>

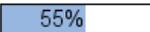
		<p>. Pendle Community Safety Partnership bring stakeholders together to help reduce crime and anti-social behaviour (<a href="#">Link</a>)</p> <p>. PBC working with health partners to put in place a clear forward plan.</p>
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Linked Actions					
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CP25 2.01 Confident Communities		0%	Sarah Astin-Wood; Gill Dickson; Sandra Farnell	31-Mar-2026	<p>The Pendle Partnership last met in July 25 and generally included less senior, strategic staff than was first intended. Partners shared their priorities at this meeting but with limited scope for action. Subsequent internal discussions concluded that, in the context of LGR, continuing to facilitate and coordinate the Partnership in its current form was not a priority at the present time. Nonetheless, it is recognised that there could be some value in re-engaging partners at a strategic level as we move closer to LGR and the new footprint for any future strategic partnership, under the new Unitary arrangements.</p>
CP25 2.05 Community Safety		95%	Sarah Astin-Wood; Gill Dickson; Tim Horsley	31-Dec-2025	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is now behind schedule but is expected to complete before the end of the financial year.</p> <p><b>What are you doing to maintain or improve the situation?</b> Working with the partners in the Community Safety Partnership, its Community Safety Strategy 2025-28 has been developed and was discussed at Pendle Community Safety Partnership (CSP) on 26 January 2026. Pendle CSP will continue to monitor progress of the strategy through its related delivery forums.</p> <p>The Serious Violence Duty plan has taken slightly longer than anticipated due to its management being brought into Pendle CSP from Pennine CSP. A Pendle CSP task and finish group has now been established to develop and deliver the Serious Violence Duty plan, which will support delivery of this priority in the Community Safety Strategy. This Council Priority is expected to complete in Q4.</p>
CP25 2.07 Community Cohesion		100%	Sarah Astin-Wood; Gill Dickson; Tim Horsley	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority has now been completed.</p> <p><b>What are you doing to maintain or improve the situation?</b> PBC Cohesion Outcomes Framework drafted in conjunction with internal Task Group. This outlines the actions PBC is taking that</p>

					contribute to cohesion outcomes and replaces the PBC Cohesion Action Plan. Continued involvement with CCAN, who are leading the development of a Pendle wide action plan.
CP25 3.11 Housing/Regeneration			Iftikhar Bokhari; Ryan Gifford	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> Delivery of this Corporate Priority has been delayed but good progress has been made in Quarter 3 with two of the three milestones now having been completed.</p> <p><b>What are you doing to maintain or improve the situation?</b> The housing options for the Bankhouse Road scheme have now been presented through the Councils JV partner with a report to the Executive due for approval on 22nd January 2026.</p> <p>With regards to Lomeshaye Phase 2, a development has been agreed and start on site expected February 2026.</p> <p>With regards to the Bunkers Hill development we are looking at options to discuss with the owners of the site and potential developers and are working to overcome access difficulties due to a neighbouring sites ownership entering probate. Due to this, this milestone is expected to continue into 2026/27.</p>
CP25 4.01 Indoor Leisure Review			Karen Spencer; Phillip Spurr	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with good progress being made.</p> <p><b>What are you doing to maintain or improve the situation?</b> Work on Wavelengths extension has now started on site with completion expected before the end of March 2026.</p> <p>On track to deliver glazing and solar enhancements by the end of March 2026.</p> <p>A consultant has been appointed to do work on the Decarbonisation Scheme. They are pulling together a RIBA Stage 2 programme of work which is due for review by the end of January 2026. This will inform the programme going forward for 2 of the 3 leisure centres.</p>
CP25 4.02 Green Spaces			David Walker	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with 2/4 milestones fully completed, 1 on target and 1 now overdue.</p> <p><b>What are you doing to maintain or improve the situation?</b> Work ongoing on the planning application for Colne skate park.</p>

					<p>Bio Diversity Net Gain study completed. Awaiting final report prior to planning application being submitted February 2026.</p> <p>Marsden Pump track fully completed in December 2025.</p> <p>Victoria Park playground replacement completed November 2025. The remaining project covering the refurbishment of the bridge within the park should start in quarter 4.</p> <p>Clough mill, Barnoldswick - Path maintenance x 5 , Marsden Park - Tree Planting x 8, CYAG Tree planting x 8, Walverden Park coppicing and thinning x 7, Greenfield nature reserve - bridge and step repairs x 5. A total of 33 volunteer attendees spread over 5 planned sessions.</p>
CP25 4.03 Cycleways and Footpaths			Iftikhar Bokhari; Ryan Gifford	30-Sep-2025	<p><b>Why is the action red, amber or green?</b> This priority was completed in Q2. Additional detail provided below.</p> <p><b>What are you doing to maintain or improve the situation?</b> One route which was identified as a priority route was included in the Local Cycle and Walking Infrastructure Plans (LCWIPS) in the Accessible Nelson (AN) scheme at the start. Unfortunately, the route was removed when LCC did their value engineering of Accessible Nelson.</p> <p>Also submitted draft bids to Nelson's Long Term Town Plan for the same link which is from Manchester Road to Victoria Park as well as two other links to Accessible Nelson heading out of Nelson along Leeds Road. This was to compensate for missing it off the AN scheme. Nelson's Long Term Plan is now the new Pride in Place funding and bid will need to be resubmitted.</p> <p>Unlikely to be enough capital funding available for these routes under Pride in Place until 2027/28. Work will continue to look for other funding and will include these 3 routes in our revised Cycle Strategy.</p> <p>Findings of the LCWIPS were intergraded with Accessible Nelson but we were not successful at achieving funding for the routes that were identified in the LCWIPS in the end.</p>
CP25 4.04 Health and Wellbeing			Sarah Astin-Wood; Gill Dickson	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with all milestones on target.</p> <p><b>What are you doing to maintain or improve the situation?</b> Partnership meeting in Dec considered progress to date on action</p>

					<p>plan (2024- 26). PBC Exec also considered the Council's progress in delivering its actions at its Dec meeting. Partnership review to commence in Jan</p> <p>People of Pendle workshop in Nov considered draft health activities toolkit, which has been developed to enable frontline staff to signpost to relevant community projects/ activities. Successful HAF delivered over Christmas. HSF continues to provide essential support for Pendle's most vulnerable households via our community HSF providers.</p> <p>Diagnostic Health Hub in Pendle Rise was no longer deemed viable option. Worked with NHS partners over Qtr 3 to re focus working group into a wider Health Infrastructure &amp; Service Integration group. ICB leading on asset and service mapping exercise to determine extent of existing health offer, diagnostic hub gaps and opportunities for better utilisation of public assets.</p>
CP25 4.05 Housing Standards			Sarah Whitwell	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate priority is green with one action now overdue but with significant progress being made.</p> <p><b>What are you doing to maintain or improve the situation?</b> Housing stock modelling report is scheduled for February Executive</p> <p>Work to reduce LTE's continues Empty Homes Officer in Post. CPO list taken to the exec in December. Empty Homes Strategy approved by exec in March. Enforced Sale procedure taken to O&amp;S.</p> <p>The initial Affordable Warmth funding has been spent. A request made to County for additional funding, which was successful. We are actively committing and spending the second award (an additional 44k) and anticipate this will be achieved by Q4.</p> <p>We are continuing to be actively engaged with the Cosey Homes in Lancashire scheme.</p> <p>Most of recommendations of the better care review have been completed. Some revision of Policy is required.</p> <p>24 Norfolk St, Nelson has been renovated for temporary accommodation use and progress has been made with LAHF3. In addition a bid for 8 properties has been made via LAHF4</p>

					<p>11 Eagle St has been purchased for the LAHF scheme, with 1 Beddington St due to complete on the 19th Jan</p> <p>Renters Rights has been added to our Scheme of Delegation. Officers are attending training and are linked into Operation Jigsaw. The Civil Penalties Policy and Enforcement Policy are scheduled to be updated at the Executive in March.</p> <p>Implementation of the Supported Housing Act 2023 delayed - awaiting enactment of secondary legislation</p> <p>Implementation of a licencing and property inspection scheme cannot be achieved in 2025/26 due to delays in the enactment of secondary legislation.</p>
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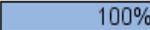
<p><b>Latest Note</b></p> <p>Risks score reviewed in Q3 and remains at 4:4.</p> <p>Key Progress made:</p> <p>The backlog of DFG continues to be significantly reduced.  Over 1800 children and young people supported through the Holiday Activities and Food Programme  Significant progress made on Corporate Priority 4.04 Health &amp; 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.</p>
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## SRR-12 Local Workforce Skills development

<b>Risk Owner</b>	Iftikhar Bokhari - Head of Economic Growth		
Skills shortage, poor educational attainment, poor housing, etc can all have negative impacts on the local economy.			
<b>Original Risk Score</b>		<b>Current Risk Score</b>	<b>Target Risk Score</b>
<b>16</b>		<b>6</b>	<b>9</b>
<b>Impact Scores</b>	4 - Major	3 - Moderate	3 - Moderate
<b>Likelihood Scores</b>	4 - Likely	2 - Unlikely	3 - Moderate

Causes	Consequences	Internal Controls & Mitigations
<p>Deprivation in the local area (unemployment). Pendle has one of the lowest average Attainment 8 scores in Lancashire.</p> <p>Lack of local employment and regeneration and economic growth in the area.</p> <p>Almost 3 in 10 jobs in Pendle are in the manufacturing sector, which is significantly higher than the national figure of 8%.</p> <p>There are fewer professional jobs in Pendle (4%) when compared with the national average (9%).</p> <p>Wage levels are lower than the national average.</p>	<p>Pendle is the 36th most deprived area out of 317 district and unitary authorities in England and 5th most deprived district in Lancashire (IND 2019)</p> <p>Skill shortage.</p> <p>Loss of local economic growth.</p> <p>Skills migration out of Pendle.</p>	<ul style="list-style-type: none"> <li>. Pendle Vision Board - Representing and coordinating local business. (<a href="#">Link</a>)</li> <li>. Pendle Connects - Upskilling and providing value to the local community. (<a href="#">Link</a>)</li> <li>. East Lancs Chamber of Commerce- Delivering advice to businesses &amp; upskilling locals. (<a href="#">Link</a>)</li> <li>. Kickstart programme undertaken which provided real life work placements for long term unemployed people.</li> <li>. Youth Employment Support (YES) Hub in operation in Nelson run by Active Lancashire delivering value to communities - Review March 2026. (<a href="#">Link</a>)</li> <li>. Economic Recovery and Growth Strategy 2021-26 contains immediate and aspirational targets which are being pursued. (<a href="#">Link</a>)</li> </ul>

Linked Actions					
CP25 1.06 Citizens' Hub		<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #4a86e8; margin: 0 auto; display: flex; align-items: center; justify-content: center;"><span style="color: white; font-weight: bold;">75%</span></div>	Sarah Astin-Wood; Gill Dickson	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green, with good progress being made, and is on target for delivery.</p> <p><b>What are you doing to maintain or improve the situation?</b> Steering Group met in Nov. Ground floor of Number One currently being considered a potential venue, subject to reconfiguration of reception space in Town Hall and discussions with Liberata. CE to advise on next steps.</p>

CP25 3.04 Links with Local Businesses			Iftikhar Bokhari; Ryan Gifford	30-Oct-2025	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is complete.</p> <p><b>What are you doing to maintain or improve the situation?</b> Pendle Business week is delivered the week commencing the 20th of October as planned and we continue to support partners to host business forum events and workshops in Pendle.</p>
SRR-12.01 Work with NCC to create an "IT Hub" accessible to the local community			Iftikhar Bokhari; Ryan Gifford	31-Jul-2024	<p><b>Why is the action red, amber or green?</b> This action has now been completed.</p> <p><b>What are you doing to maintain or improve the situation?</b> The Ace Centre Digital Skills hub is due to take their first intake in Easter. The Council is supporting as needed.</p>

<b>Latest Note</b>
<p>Risk score assessed in Q3. Impact remains at 3 – Moderate social impact &amp; Likelihood 2 – Unlikely. Due to the continued pro-active work by the Council in this area and investment from Central Gov in Adult skills.</p> <p>The Councils continues to work with the Yes Hub, NCC, DWP and other voluntary and private organisations to address the issue of skills gaps and employment opportunities in Pendle.</p> <p>This Risk is now in line with the Councils Risk appetite.</p>

## SRR-13 Leisure Review

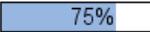
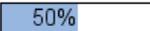
**Risk Owner** Phillip Spurr - Director of Place

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	
<b>9</b>		<b>12</b>		<b>6</b>	
<b>Impact Scores</b>	3 - Moderate	4 - Major		3 - Moderate	
<b>Likelihood Scores</b>	3 - Moderate	3 - Moderate		2 - Unlikely	

Causes	Consequences	Internal Controls & Mitigations
<ul style="list-style-type: none"> <li>Ageing estates that require a significant investment to modernise or maintain.</li> <li>Competitive market with significant local competition (gyms, clubs, etc.)</li> <li>Increasing costs (such as minimum wage, employers NI contributions, power, heating, etc)</li> <li>Less disposable income in the local area (cost of living crisis)</li> </ul>	<ul style="list-style-type: none"> <li>Leisure centres unable to operate cost effectively.</li> <li>Closures of Leisure Centres if nothing changes.</li> <li>Increased reliance on Council financial support - placing additional pressure of the MTFP.</li> <li>Reduced health outcomes for residents.</li> </ul>	<ul style="list-style-type: none"> <li>Audit of PLT Client arrangements</li> <li>Quarterly Leisure Client Meetings</li> <li>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.</li> <li>Directors of Place &amp; Resources working closely with CEO of PLT on driving efficiencies</li> <li>Proposal to extend the PLT management agreement and facilities leases through to 2033 to be considered at January executive</li> </ul>

Linked Actions					
CP25 4.01 Indoor Leisure Review		<div style="border: 1px solid black; width: 100%; height: 15px; background-color: #add8e6;"> <span style="float: right; font-size: 8px;">62%</span> </div>	Karen Spencer; Phillip Spurr	31-Mar-2026	<p><b>Why is the action red, amber or green?</b> This Corporate Priority is green with good progress being made.</p> <p><b>What are you doing to maintain or improve the situation?</b> Work on Wavelengths extension has now started on site with completion expected before the end of March 2026.</p> <p>On track to deliver glazing and solar enhancements by the end of March 2026.</p>

					A consultant has been appointed to do work on the Decarbonisation Scheme. They are pulling together a RIBA Stage 2 programme of work which is due for review by the end of January 2026. This will inform the programme going forward for 2 of the 3 leisure centres.
CP25 4.01a Complete Wavelengths extension scheme				31-Mar-2026	<p><b>Why is the action red, amber or green?</b> On target.</p> <p><b>What are you doing to maintain or improve the situation?</b> Work is continuing with completion scheduled for March 2026.</p>
CP25 4.01b Deliver energy saving schemes				31-Mar-2026	A consultant has been appointed to do work on the Decarbonisation Scheme. They are putting together a RIBA stage 2 programme of work which is due for review by the end of January 2026. This will inform the programme going forward for 2/3 of the leisure centres.

Latest Note
<p>Risk has been reviewed Q3 and remains as a 4:3 as this risk is being effectively managed and budgeted for. Details are still awaited of 2026/27 budget proposals.</p> <p>Increases in employers National Insurance contributions and minimum wage has placed additional financial pressure on PLT.</p> <p>Energy Efficiency works are ongoing to reduce PLT's costs and environmental impact.</p> <p>PLT updating their strategic plan, including efficiency measures and additional income generating opportunities.</p>

## SRR-14 Joint Venture Companies

<b>Risk Owner</b>	Phillip Spurr - Director of Place
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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
<b>20</b>		<b>8</b>	<b>9</b>
<b>Impact Scores</b>	5 - Catastrophic	4 - Major	3 - Moderate
<b>Likelihood Scores</b>	4 - Likely	2 - Unlikely	3 - Moderate

Causes	Consequences	Internal Controls & Mitigations
<p>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.</p> <p>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.</p>	<p>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.</p> <p>Potential reputational damage to the Council or individual Elected Member.</p> <p>Potential disruption to Council activities and plans.</p>	<ul style="list-style-type: none"> <li>• A legal review of JV governance arrangements has been completed.</li> <li>• Executive now acting as the shareholder committee in order to safeguard the Council interests</li> </ul>

Linked Actions					

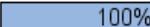
Latest Note
<p>Risk score reviewed in Q3 and has been reduced to 4:2. Due to the successful implementation of Anthony Collins recommendations.</p> <p>Anthony Collins report completed and governance changes implemented.</p>

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

<b>Risk Owner</b>	Dean Langton - Chief Executive	
<p>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.</p> <p>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.</p>		
<b>Original Risk Score</b>	<b>Current Risk Score</b>	<b>Target Risk Score</b>
<b>20</b>	<b>15</b>	<b>15</b>
<b>Impact Scores</b>	3 - Moderate	3 - Moderate
<b>Likelihood Scores</b>	5 - Almost Certain	5 - Almost Certain

Causes	Consequences	Internal Controls & Mitigations
<p>Lancashire Councils are currently assembling a number of possible unitary models that may be anywhere between 2 and 5.</p> <p>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.</p> <p>The final submission will be a decision of the Executive at a date yet to be fixed and agreed.</p> <p>The costs of the whole project up until 2028 are yet to be established and may have a significant impact on the Councils MTFP.</p>	<p>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).</p> <p>There are also implications on staff time and costs to the council.</p> <p>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.</p>	<p>Pendle BC has commissioned consultants to analyse and prepare a submission/business case within the required timescales.</p> <p>An LGR Member Working Group has been established and will meet on a regular basis.</p> <p>Officers are involved in various Lancashire wide LGR groups – Finance, Governance, HR, Data, IT.</p> <p>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.</p> <p>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.</p> <p>Regular staff communications / briefings to keep staff informed, engaged and motivated.</p> <p>The business case was reviewed by O&amp;S then Council, before</p>

		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	<p><b>Why is the action red, amber or green?</b> This is an ongoing commitment to keep staff regularly updated throughout the LGR process.</p> <p><b>What are you doing to maintain or improve the situation?</b> Briefings commenced in June 2025 and continue.</p>
SRR-15.02 PBC input into all themed groups				31-Aug-2025	<p><b>Why is the action red, amber or green?</b> This action has been completed with PBC represented on each of the themed groups.</p> <p><b>What are you doing to maintain or improve the situation?</b> Attendance at the regular meetings of these groups is prioritised to ensure PBC is appropriately represented.</p>
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	Completed as planned
SRR-15.06 Pendle Council Public Consultation undertaken			Karen Spencer; Phillip Spurr	31-Oct-2025	Completed as planned.
SRR-15.07 Draft submission presented to Overview & Scrutiny			Karen Spencer; Phillip Spurr	10-Nov-2025	Completed as planned
SRR-15.08 Draft submission presented to Full Council			Karen Spencer; Phillip Spurr	11-Nov-2025	Completed as planned - presented to Council on 17th November 2025
SRR-15.09 Draft submission presented to Executive			Karen Spencer; Phillip Spurr	20-Nov-2025	Completed as planned - presented to Executive 20th November 2025
SRR-15.10 Final submission sent to Government			Karen Spencer; Phillip Spurr	28-Nov-2025	The Councils final proposal was submitted in November 2025 on schedule. Work on preparations for LGR continue with the government decision expected to be received in summer 2026.

**Latest Note**

The Council's joint business case for a 5-Unitary Model of Local Government in Lancashire has been submitted to Government. There are four other proposals that have also been submitted. The Government's consultation on those proposals is expected to start in early February for 7 weeks. Subject to the outcome of the consultation, it is anticipated that Government will decide which, if any, of the options will be proposed for implementation.

In the meantime, Councils in Lancashire are in the process of establishing the Programme Management arrangements for LGR. An independent Programme Director has been appointed, and a procurement is underway for a Strategic Partner to support the programme management. Along with all 15 Councils, their work will focus on preparatory activity that is necessary to best position Councils for when the Government makes its decision so that implementation can start once the form of unitarisation is known.

## SRR-16 Homelessness Services

**Risk Owner** Sarah Whitwell

### Risk Description:

Failure to deliver the council's statutory homelessness duties over a short or extended period due to lack of

- a) Staffing – the Housing Needs team is only small i.e. c5 staff in total, it's therefore possible that an incident could result in no staff being available
- b) Communications availability with customers – e.g. telephony and IT systems unavailable e.g. email as well as offices unable to be opened
- c) Private and/or social housing supply, and access to temporary accommodation to meet the homelessness needs of our residents.

### So What:

- a) If staffing isn't available - homelessness assessments cannot be completed and the Council may have to place every person who requests accommodation into temporary accommodation, pending future assessment. The costs of sourcing accommodation could be very large and reputational damage could occur.
- b) If communications are unavailable – some people may not be able to get support and could have to sleep on the street. This poses significant risk to customers health and could place customers in danger.

Original Risk Score		Current Risk Score	Target Risk Score
<b>8</b>		<b>8</b>	<b>4</b>
<b>Impact Scores</b>	4 - Major	4 - Major	4 - Major
<b>Likelihood Scores</b>	2 - Unlikely	2 - Unlikely	1 - Remote

Causes	Consequences	Internal Controls & Mitigations
<p><b>Staffing unavailability</b> Issues such as a pandemic could lead to complete lack of staffing availability due to illness. This is anticipated to be an extremely rare event</p> <p><b>Communications failure</b>  <ul style="list-style-type: none"> <li>. <b>telephone / email communications</b> - between staff and customers</li> <li>. <b>Offices unavailable</b> – closure due to a number of factors related business continuity issues</li> </ul> </p> <p><b>Housing supply and access to TA</b> insufficient private and social housing supply, and access to temporary accommodation to meet the homelessness needs of our residents.</p>	<p><b>Staffing unavailability</b> Complete lack of service managed by skilled officers increased homelessness, impacts on refugee welfare, potential increase costs and impacts on staff stress levels.</p> <p><b>Communications failure</b> Lack of service to deal with enquiries, manage cases and discharge homelessness duties.</p> <p><b>Overall impact</b>  <ul style="list-style-type: none"> <li>. Increased costs of usage of temporary accommodation</li> <li>. Significant complaints</li> <li>. Risk to customers of sleeping rough</li> <li>. Reputational damage.</li> <li>. Loss of grant funding</li> </ul> </p>	<p><b>Staffing</b> It would take a very rare event for all staff to be unavailable in normal circumstances for any period of time.  <ul style="list-style-type: none"> <li>. A 'duty officer' rota is in place to ensure coverage at all times thus avoiding any long period of no officer available.</li> <li>. an 'out of hours' service, external to the council, is available to deal with cases on an emergency basis.</li> </ul> </p> <p>Review and maintain current staff resource levels,  <b>Communications Failure</b>  <ul style="list-style-type: none"> <li>. IT service and policies in place to maximise availability of IT systems</li> <li>. Corporate Business Continuity plans and procedures in place</li> <li>. All staff have mobile phones to deal with customers if need be, which operate outside of IT systems.</li> <li>. Staff have personal mobiles which, on a very rare occasion, they</li> </ul> </p>

	<p>. Failure to deliver key activities.</p> <p><b>Housing supply and access to TA</b>  The Council is unable to provide sustainable housing options which results in greater numbers in temporary accommodation. This will result in increased costs and poorer outcomes for vulnerable residents.  Need to be mindful of The National Plan to End Homelessness as one of the new pledges is to end the unlawful use of B&amp;Bs for families</p>	<p>may choose to use but by blocking their personal number.</p> <p><b>Housing supply and access to TA</b>  Purchase of properties through Local Authority Housing Fund / CPO funding  Well managed allocation policy, and clear banding guidelines  Online form to allow early access to support, including linking to help hub infrastructure.  Temporary Accommodation (TA) review looking at future housing options including buying more property which will offset longer term costs. (completed)  More strategic approach to future housing strategy and delivery, including being confident to explore new and different options.  Cost of living demand monitored.</p>
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Linked Actions					
SRR-16.01 Review all communications across Housing Needs service to ascertain whether further improvements can be made to avoid / reduce times of service being unavailable		<input type="text" value="0%"/>	Sarah Whitwell	31-Mar-2026	

Latest Note
<p>Quarter 3, 2025/26 Review – This is a new risk; therefore, Current Risk Score remains unchanged.</p> <p>Additional resource being put in place to support this work and the team going forward.</p> <p>Responsibilities with temporary accommodation still being considered and will be incorporated into here asap with any required actions.</p>

