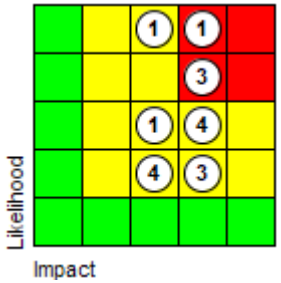
Strategic Risk Register Update – up to end June 2026 (Quarter 1, 2026/27)

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, 5	20	12	12
SRR-02	Organisation's Internal Capacity to Deliver	1, 2, 3, 5	16	16	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	6	4
SRR-05	Effective Contract Performance Management - Liberata UK	1	16	8	6
SRR-06	Delivery of key Government Programmes and Major Capital Projects	3	16	12	9
SRR-07	Political Leadership	1	16	6	6
SRR-08	Ability to deal with extreme weather and civil contingencies (such as a pandemic)	1	16	12	9
SRR-09	Achievement of carbon neutral targets by 2030	2, 3	20	20	16
SRR-10	Safeguarding of residents	2, 4	9	9	4
SRR-11	Public Health and Wellbeing	3, 4	16	16	9

Risk Code	Corporate Risk Theme	Corporate Priority Links*	Original Risk Score	Current Risk Score	Target Risk Score
SRR-12	Local Workforce Skills development	3	16	6	9
SRR-13	Pendle Leisure Trust	1, 4	9	6	6
SRR-14	Joint Venture Companies	3	20	8	8
SRR-15	Local Government Re-organisation affecting Pendle BC and all Lancashire local authorities	1, 5	20	15	15
SRR-16	Homelessness Services	4	12	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: Housing and Healthy Communities
5	Priority 5: Preparing for Local Government Reorganisation

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

SRR - Detailed Update

SRR-01 Financial Sustainability			
Risk Owner	Karen Spencer - Director of Resources		
The Council's ability to set a balanced Medium-Term Forecast and annual revenue and capital budgets. Local Government cannot control its income levels which are predominately set by Central Government. This limits the extent to which the Authority can respond to its financial constraints. As a result this risk must be carefully monitored to ensure sufficient controls are in place. An unbalanced budget could potentially lead to failures to deliver on key projects, outcomes for residents or the filing of Section 114 Notice.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
20		**12**	**12**
Impact Scores	5 - Catastrophic	4 - Major	4 - Major
Likelihood Scores	4 - Likely	3 - Moderate	3 - Moderate

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

		management routines. . Continuous improvement programme in place to drive efficiencies . Fees and charges policy reviewed and approved annually (**Link**) . Budget Working Group meet monthly to review budget proposals in build-up to budget setting and February MTFP review . Rigorous budget monitoring process takes place monthly and is reported to members quarterly. . EMT session held 8th July 2026 on Managers Roles in Procurement & Financial Management, giving managers an overview of their roles as set out in PBC documents and highlighting changes since the review of the rules.

Linked Actions					
CP26 1.01a Continue to improve on budget planning period, taking account of Base budget reviewing, Income review, budget working group findings and in consultation with Heads of Service		17%	Gemma-Louise Wells	31-Oct-2026	Why is the action red, amber or green? Action is performing on target, it is expected to be completed on time What are you doing to maintain or improve the situation? Income and Budget Base reviews are being maintained in line with the service plan deadlines
CP26 1.01b Prepare a 3 year MTFP with options presented to Council to produce a balanced budget		35%	Gemma-Louise Wells	31-Jan-2027	Why is the action red, amber or green? Action is progressing and is expected to be completed within the planned period. What are you doing to maintain or improve the situation? The foundations for the three-year Medium Term Financial Plan (MTFP) have been established. Work is ongoing to develop detailed financial forecasts and budget options for consideration by Council. Regular updates continue to be provided to the Executive, ensuring the longer-term financial planning process remains on track.
CP26 2.04c Work with chosen provider to introduce new vehicles and new technology onto the liveried fleet for Landscape Maintenance, Waste Services and Environmental Health		21%	David Walker	30-Nov-2026	**Why is the action red, amber or green?** Action is progressing in line with expectations, this is expected to be completed on time **What are you doing to maintain or improve the situation?** Regular correspondence has been facilitated by the Operational Services department and their chosen providers. Therefore, it is

					expected that all new vehicles and technology ordered are expected to be delivered by the due date.
CP26 2.05c Providing high quality services and facilities by supporting our residents, business users and wider community groups to improve their local environment through disposal and segregation of material and enhancement of their greenspaces		42%	David Walker	31-Mar-2027	**Why is the action red, amber or green?** Action expected to be completed on time **What are you doing to maintain or improve the situation?** Efforts to facilitate increased participation rates have been implemented and are progressing on target. The number of businesses linked to the commercial waste recycling services has increased by 9 during Quarter 1 and volunteering activities are ongoing throughout the year.
CP26 3.08c To utilise the Pride in Place funding scheme to deliver projects across the Boroughs greenspaces in conjunction with Town & Parish Councils		18%	David Walker	31-Mar-2027	**Why is the action red, amber or green?** Action was initially delayed, but is expected to be completed within action plan period **What are you doing to maintain or improve the situation?** Overall progress is 18%, with early-stage planning and project development underway. Costing and design work is progressing across multiple greenspace schemes, with engagement taking place with Town and Parish Councils to agree priorities and project details. Initial procurement has begun for several sites, and some projects have moved into the delivery phase with orders placed and early works starting. While one planning milestone is behind schedule, the programme is expected to gather pace as designs are finalised and installation works commence through 2026/27.
CP26 4.01a To complete the redevelopment of Lucas Playing Fields to include a football pitch, nature area and play area and to negotiate and agree a potential lease of the football pitch with a local sports club		17%	David Walker	31-Mar-2027	**Why is the action red, amber or green?** Action has been delayed, but it is still expected to be completed on time **What are you doing to maintain or improve the situation?** Overall progress is 17%, with the project advancing but experiencing delays due to remedial works required on the new football pitch. This has impacted lease negotiations and the planned transfer of the site. Despite these delays, discussions with Belvedere Sports Club and Barnfield BC are continuing, community engagement is underway, and revised proposals for the play area are being developed following feedback from the Parish Council. Progress is expected to improve once remedial works are completed and the site transfer can proceed.

CP26 5.02a Deliver a structured programme of community asset transfers aligned to the Council Plan		50%	Karen Spencer	31-Mar-2027	Why is the action red, amber or green? Work has commenced on the project. What are you doing to maintain or improve the situation? A Report was taken and approved at Executive 28th May 2026. Due diligence was completed on behalf of the Council (Title Checks) Since then then V.R. instructions have been issued and Legal will engage with the appointed Solicitor for the Transfers to Town & Parish Councils. Wave 2 Report is going to Executive 23rd July 2026, subject to approval the scheduled items will be progressed for Transfer.

Latest Note
Qtr 1 2026/27 Review – Current Risk Score reviewed and remains the same (Impact 4 - Major: Likelihood 3 - Moderate) There are a number of external and internal factors impacting this risk. Efforts are ongoing to identify and bring forward ways in which the Council can balance its budget over the medium term. The cost of food waste collections are placing additional pressure on the Councils MTFP. There are currently no specific risk mitigating actions allocated to this currently given the Current Risk Score and Target Risk Score are the same. This will be reviewed regularly. Risk Approach confirmed as 'Tolerate'.

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. This may be further exacerbated by Local Government Re-Organisation as more staff become involved in LGR activity / work and the possibility of key staff being seconded to LGR Programme Management Office posts. Ability to recruit and retain the right people with the right skills and behaviours in the right job at the right time. The wider employment market that Local Authorities operate in and skill shortage in some areas has increased staff turnover in key areas. Not maintaining sufficient capacity to deliver key projects will have an impact on the Council's ability to carry out its basic statutory functions, outcomes for residents, the mental and physical wellbeing of staff and could contribute to an increase in staff turnover.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
16		**16**	**6**
Impact Scores	4 - Major	4 - Major	3 - Moderate
Likelihood Scores	4 - Likely	4 - Likely	2 - Unlikely

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

		remedial action taken where necessary. Regular training is delivered to managers to support this. (Link) . Council Plan communicated with staff so they have a clear understanding of their contributions to the Council's priorities. (Link) . Staff Engagement Sessions and Briefings to keep staff involved and informed. . Use of consultants / agency staff to deliver key projects whilst vacancies are filled. . Dynamic IT and Digital Strategies in place to support hybrid working. . Effective utilisation of Apprenticeship Levy year on year. . Local Government Reorganisation will present lots of new opportunities for staff. . Additional budget included from 2025/26 to support succession planning through engagement of apprentices in key areas. This now also includes further additional budget for apprentices in 2026/27 to aid with succession planning.

Linked Actions					
CP26 1.01c Incorporate the new Building Safety Levy process into the standard working practices of the Council		33%	Neil Watson	01-Oct-2026	**Why is the action red, amber or green?** Action is underway, progression is on target **What are you doing to maintain or improve the situation?** Building Safety Levy Officer post has been filed. The preparation of the Levy procedural notes and systems/processes for collection are also progressing.
CP26 1.01d Legal Services will continue to submit Land Charges information to Land Registry (LR) in line with LR's best practice and guidance		25%	Howard Culshaw; Daniel McCaffrey	31-Mar-2027	**Why is the action red, amber or green?** Action is progressing on target and is expected to be completed on time **What are you doing to maintain or improve the situation?** Legal Services for Quarter 1 have maintained their Gold Standard following the audit, it is expected the quality of its service will remain consistent at the Gold Standard for every quarter. Therefore the progression in meeting this action is going to be in line with expectation.
CP26 1.04b Deliver the priorities of the Workforce Strategy 2026-2028		42%	Jane McDonnell	31-Mar-2027	**Why is the action red, amber or green?** Action progressing well and on target.

					What are you doing to maintain or improve the situation? Workforce Strategy Action Plan developed and in place which captures all required workforce data for the LGR Single Point Of Contact (SPOC) Tranche 1 submission. Action Plan was approved by CLT in June. Employee Survey Action Plan created and first group meeting held on 3rd July. Action Plan to be shared back to CLT on 14th July. Probation Policy changes agreed and briefed to EMT on 1st July. Training to follow for all managers.

Latest Note
Quarter 1, 2026/27 Review: Current Risk Score reviewed and increased from 12 (Impact 4; Likelihood 3) to 16 (Impact 4; Likelihood 4) This is due to LGR decision for Lancashire being imminent and individual workstreams are starting to progress and gather pace, drawing in more Council resource. However, HR has been brought back in house as of the 1st of April 2026, including two additional FTE's in the PMO. This has resulted in additional organisational capacity. Despite this, as more staff become involved in LGR activity / work it is likely this will impact on BAU and service delivery across the council. Some key posts are currently vacant; however, some have been recruited to and awaiting the start date, and others are actively pursuing recruitment to fill these. Risk Approach is 'Treat'.

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
16		**16**	**6**
Impact Scores	4 - Major	4 - Major	3 - Moderate
Likelihood Scores	4 - Likely	4 - Likely	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
. Lack of dedicated resource with the relevant skills and experience designated to manage Information Governance across the Council. . Ineffective information governance arrangements, such as poor quality, out-dated or non-existent necessary documentation, e.g. ROPA, IAR, and Data Flow Maps. . Human error due to a lack of awareness, training and resource. . Weak information governance culture within the organisation. . Inadequate risk management arrangements around information governance risk identification, assessment and analysis. . Lack of robust processes for identification and management of third parties with access to council data, or processing council data; including due diligence processes for engaging suppliers, ensuring GDPR compliant contracts and robust contract compliance arrangements.	. Non-compliance with legal standards, such as General Data Protection Regulations (GDPR) 2018 posing increased risk to the confidentiality, integrity and security of PBC data. . Financial and/or reputational damage to the Council. . Inability to respond effectively in the event of a cyber-attack or loss of data. . Weak information governance culture within the organisation. . Data Protection Breach. . Data Retention Breach. . Lack of understanding what information assets the Council has, how they are secured, who has access to them and the lawful basis for processing.	• **Corporate Governance Steering Group (CGSG)** in place which meets bi-monthly and where information Governance is a standing agenda item. • Chair of the CGSG is the Council's Head of Legal & Democratic Services who also assumes the role of Data Protection Officer (DPO) and Monitoring Officer (MO). • The Council has a Cyber and Information Security training platform (KnowBe4 - KB4) through which an annual training programme is devised and delivered as mandatory training and includes phishing tests throughout the year. • Bi-annual KB4 Management Group meetings take place which includes representatives from Pendle Leisure Trust (PLT) & Liberata IT Services. • KB4 training compliance is reported to Heads of Service monthly and to the CGSG at least 6mthly. • **Information Security Handbook** in place which is regularly reviewed to account for changes in policy and practice. Last reviewed March 2026. • Suite of Information Security and IT Policies which underpin the IS Handbook reviewed and approved by CLT March 2026. • DPO Record of Disclosure in place.

		• BC & DR plans regularly tested and reviewed. • Privacy Notice in place for both **employees** and **customers**. • IAR and ROPA reviewed, updated and launched to EMT in February 2026. • A formal IG resource has been created with post holder now in place. • The Councils ROPA and IAR have been reviewed and updated with IAO's & IAA's being identified. And the full ROPA and IAR being rolled out to staff at EMT. A procedure for update has been established and is monitored through technical controls to remove human error. Data flows have been mapped in the new ROPA. • Information Governance Training has been carried out at EMT and continues to be delivered alongside planned SharePoint Training. Familiarising staff with how the Councils new Information Security Polices will be rolled out and implemented.

Linked Actions

Being addressed via various other monitoring arrangements, such as Service Plan actions, MIAA Internal Audit recommendations, etc.

Have asked for specific mitigating actions on this but leave arrangements have impacted on this.

Latest Note

Review Quarter 1, 2026/27 - Risk reviewed and maintained at 4:4 for Q4.

New IS policies were presented to EMT in June 2026 and work continues to implement and enforce these polices using technical controls in SharePoint. Successful implementation will result in a reduction in risk likelihood as staff move into a cloud-based environment where compliance is the default and not an administrative task.

Work continues on full adoption and implementation of the new IS polices, including retention and classification of data and implementation of DLP tools is due to take place in August 2026.

In Q1 new draft Data Processing Agreement and Data Sharing Agreement templates have been developed. These are designed to communicate the councils IG and IS requirements to partners in a comprehensive way. This will overall result in a “tightening up” of the councils existing IG arrangements.

Risk Approach is ‘Treat’.

SRR-03b Effective ICT Systems and Cyber Security arrangements			
Risk Owner	Karen Spencer - Director of Resources / Sarah Astin-Wood - Head of Policy & Partnerships		
The Council's ability to successfully utilise and exploit its IT systems and information assets. To minimise the Council's cyber risk and ensure the operational resilience in the event of an incident. The Council operates within a wider cyber security context and cannot directly control the level of threat posed. Failure to manage this risk will lead to reductions in efficiency / capacity and ability to respond effectively in the event of a cyber incident, as well as significant potential financial and reputational damage.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
16		**12**	**6**
Impact Scores	4 - Major	4 - Major	3 - Moderate
Likelihood Scores	4 - Likely	3 - Moderate	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
Cyber Security incident affects Council's ability to deliver critical services. Ineffective operational resilience. Human error due to a lack of awareness, training and resource. Owners / administrators and deputies not identified for key systems.	Cyber security incident resulting in loss of data, systems and / or reputational damage. IT systems not being used to their full potential, impacting on resource and resilience. Inability to respond effectively to system upgrades, management, maintenance and development. Lack of understanding what information assets the Council has, how they are secured and who has access to them.	. **BCP & DR plan regularly tested and reviewed** . The Council has a Cyber and information Security Training Platform (KnowBe4 – KB4) and an annual KB4 training programme is devised and delivered, including phishing tests. . KB4 training compliance is reported Heads of Service monthly and to the CGSG at least 6mthly. . Bi-annual KB4 Management Group meetings take place which includes reps from Pendle Leisure Trust (PLT) & Liberata IT Services . Digital 360 Peer Review undertaken in December 2024. . Constant KB4 Phishing "dip test" conducted and reported to managers . Monthly IT Programme Board governance meetings take place between PBC and Liberata IT Services . Monthly PSG Meetings take place where the IT Risk Register is reviewed . Cyber Treatment Plan successfully delivered and reviewed quarterly by IT, PBC and Local Digital Team . **Cyber Essentials Plus** re-certification received early November 2025.

		. Idox User Group in place and active [meeting frequency, etc] . Frequent communications issued relating to cyber security to raise awareness, inform of current threats, etc. . DDoS (Distributed Denial of Service) protection software implemented to reduce the risk to the Council's website due to the limitations of the current perimeter firewalls. . **Information Security Handbook** in place - reviewed and launched to staff in March 2026. . Perimeter firewall replacement programme completed during 2025/26. . Information Governance Training has been carried out at EMT and continues to be delivered alongside planned SharePoint Training. Familiarising staff with how the Councils new Information Security Polices will be rolled out and implemented.

Linked Actions					
CP26 5.01a The Information Governance Officer (IGO) is to support and manage the Councils move into SharePoint.		25%	Howard Culshaw; Daniel McCaffrey	28-Feb-2027	**Why is the action red, amber or green?** This priority is green and expected to complete on time. Work is now well underway with the first service expected to move into SharePoint in August. **What are you doing to maintain or improve the situation?** Housekeeping is now underway with all 8 remaining services having received guidance and 1-1 "kick off" meetings. All SharePoint sites are under active development by IT with no delays being expected. In addition, a comprehensive programme of training has been launched supported by East Lancashire's Chamber of Commerce. This will cover SharePoint, Excel, Outlook etc.
SRR-03.10 Review feedback / next steps from MHCLG re CAF scoping / self-assessment submission and progress further actions / work as required		60%	Karen Spencer; Marie Mason; Daniel McCaffrey	31-Dec-2026	What are you doing to maintain or improve the situation? The Director of Resources is looking into the scope of what CAF involves, given how resource intensive this is. This is further exacerbated by the fact the Internal Audit function is outsourced and has been identified a key resource requirement for delivering the CAF framework / approach. It is expected that this work may continue into Quarter 3, 2026/27.
SRR-03.13 IT Programme Board exploring document labelling options / polices in M365 for protecting sensitive data without data classification and applying labels.		90%	Sarah Astin-Wood; Daniel McCaffrey	28-Feb-2027	Why is the action red, amber or green? Excellent progress continues to be made in this area. What are you doing to maintain or improve the situation?

					Further to the approval and launch of the Council's Information Security Handbook and related IS and IT policies at the end of March 2026, work continues in setting up and testing of the application of the relevant and appropriate document labelling policies (DLP). 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. This is being implemented as part of the wider cloud-based working schedule and training of staff. The timescales for the full rollout of cloud-based working to all services has been reviewed (following lessons learned from the transfer of HR) and is now expected to complete before the end of this financial year.

Latest Note
Quarter 1, 2026/27 Review: Risk score remains unchanged at this stage despite considerable progress in delivering mitigating actions. This is because: - the Impact would be Major due to the Councils extensive use of and reliance on ICT in its day-to-day work and service delivery - there is a Moderate likelihood given the fast pace and changing nature of Cyber Security and the threat landscape. Work continues to deliver the remaining mitigating actions related to this risk and the internal audit recommendations: - The Director of Resources is looking into the scope of what CAF involves, given how resource intensive this is. This is further exacerbated by the fact the Internal Audit function is outsourced and has been identified a key resource requirement for delivering the CAF framework / approach. It is expected that this work may continue into Quarter 3, 2026/27. Risk Approach is ‘Treat’.

SRR-04 Delivery of the Local Plan			
Risk Owner	Neil Watson - Assistant Director - Planning, Economic Development & Regulatory Services		
The Council has an up-to-date Local Plan that will be relevant for 5 years. The lack of early delivery of a new Local Plan will have no real impact on the economy as we have a fit for purpose Local Plan in place. The risks are associated with potential Government intervention if the new Local Plan is not produced at the pace Government is seeking. Delivery of a 30-month Local Plan is in any event highly unlikely to occur. 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		**6**	**4**
Impact Scores	3 - Moderate	3 - Moderate	4 - Major
Likelihood Scores	3 - Moderate	2 - Unlikely	1 - Remote

Causes	Consequences	Internal Controls & Mitigations
Resource challenges. Challenging public sector landscape and central funding uncertainty Changes to national planning policy and political uncertainty.	The Local Plan is not fit for purpose (not the right plan for the area) resulting in Corporate Priorities not being achieved. The wrong Local Plan will potentially harm the economic and housing needs of the Borough.	• Monthly meeting of Local Plan Steering Group to give oversight and governance to meet targets. • Contributed to Government Planning Policy consultation and ensuing changes were reported to Committee to help steer the Plan effectively through the changes. • Data driven approach to Local Plan design. • Public consultations conducted and outcomes reported to Executive as required. • Steering Group for Local Plan meets monthly.

Linked Actions					
CP26 3.01a Prepare a Local Plan under the new Local Plan Regulations. This is a requirement under statute		50%	Neil Watson	31-Oct-2026	**Why is the action red, amber or green?** Progression is on target, action is expected to be completed on time **What are you doing to maintain or improve the situation?** The Executive agreed to proceed with a new Local Plan and the formal notification of that intention has been completed. Work can

					now progress on the Gateway 1 assessment.
CP26 3.01b Contribute and help shape the development of the Spatial Development Strategy (SDS)		25%	Neil Watson	31-Mar-2027	**Why is the action red, amber or green?** Action is progressing on target **What are you doing to maintain or improve the situation?** Full participation in the initial scoping of the SDS has been undertaken. Future attendance at the SDS working group is expected, therefore the outcome is expected to be completed on time.

Latest Note
Review following CLT request 5th May 2026 and for Qtr 1 2026/27: Current Risk Score changed from 4 to 6 (Impact - Moderate (3) and Likelihood - Unlikely (2). The reasoning for this is that as we have an up to date Local Plan and will do for 5 years the Impact would be moderate hence a 3. We could have intervention from the SoS so felt moderate and not a minor impact. In the same vein the Likelihood of not delivering a new plan is small / unlikely as we cannot possibly do that in the timeframe we have at Pendle so gave it a 2. The new Local Plan will not be able to be adopted before LGR. The timetable is a minimum of 30 months from October 2026. The most significant risk would be if Pendle did not progress the new Local Plan and that resulted in intervention from Government. As we will progress a Local Plan this risk is not significant. The Target Risk Score was also reviewed and changed to 4 - Moving to 4 is basically de-risking the SoS potential intervention. If that was not an issue then we would not be doing a new Plan for at least 5 years so there would not be risks involved. The only reason we are dong a new plan is to comply with the Gov's agenda. We have one of the most up to date LPs in the country otherwise Providing specific actions for de-risking / mitigating the risk further is not possible at this stage. That is for later consideration. Risk Approach is 'Tolerate'.

SRR-05 Effective Contract Performance Management - Liberata UK			
Risk Owner	Sarah Astin-Wood - Head of Policy & Partnerships		
The Council's ability to ensure value for money is delivered from the Council's key high value contract with Liberata UK Ltd. There is a risk that the Council's performance management framework is ineffective and doesn't provide the right information to inform effective and timely decision-making. Poor contract management would lead to a significant loss of value of money from the Liberata contract and negatively impact the council capacity to deliver. and physical wellbeing of staff and could contribute to an increase in staff turnover.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
16		**8**	**6**
Impact Scores	4 - Major	4 - Major	2 - Minor
Likelihood Scores	4 - Likely	2 - Unlikely	3 - Moderate

Causes	Consequences	Internal Controls & Mitigations
Ineffective Contract documents and service agreements. Ineffective KPI's. Uncoordinated Strategic goals between organisations. Lack of Client capacity to effectively manage the Contract.	The Council is unable to deliver the required savings and efficiencies resulting in increased costs. Inability to make well informed future proof decisions.	• Annual internal audit review of Liberata Contract arrangements • Monthly Partnership Steering Group meetings undertaken which includes the review of delivery of performance indicators against targets set, any issues with service delivery, Horizon Scan. • Regular contract meetings held between the Council's Chief Executive and Liberata's Local Government Regional Manager. • Quarterly Joint Partnership Board meetings are held and membership includes Elected Members. Agenda items include updates on Liberata (as a business), performance review and challenge, along with any business as required (e.g. agreement of the performance framework, etc. • Annual Performance Framework Review is undertaken to ensure the framework remains fit for purpose. • Minutes from the Monthly Partnership Steering Group and IT Programme Board meetings are reported to CLT. • The Council's Chief Executive attends and chairs the IT Programme Board (from February 2026) with updated Terms of Reference having been agreed in April 2026.

Linked Actions					
SRR-05.08 Liberata Performance Framework reviewed and		0%	Sher Ali;	30-Apr-2027	Work on this action is not due to commence until Quarter 4,

updated for 2027/28			Admin_Marie Mason		2026/27.
SRR-05.09 Successfully complete the Client Contract Management Review by Internal Audit for 2026/27		0%	Sher Ali; Admin_Marie Mason	31-Dec-2026	Work on this action is not due to commence until Quarter 3, 2026/27
SRR-05.10 Negotiate the cost of the retained Payroll service following the transfer back in-house of HR		10%	Sher Ali; Admin_Marie Mason	30-Sep-2026	Why is the action red, amber or green? Discussions underway. What are you doing to maintain or improve the situation? Proposal for the move from the CHRIS21 system to iTrent is still currently awaited from Liberata and is being actively pursued by the Council.
SRR-05.11 Agreed actions identified from the Contract Review delivered		0%	Sher Ali; Admin_Marie Mason	31-Mar-2027	Why is the action red, amber or green? On target. What are you doing to maintain or improve the situation? Further work on this is planned during Quarter 2 2026/27

Latest Note
Quarter 1, 2026/27 Review: Current Risk Score reviewed and remained unchanged. Work to establish improvements in the governance arrangements around the contract is embedded in the day-to-day working practices of the Council. A review of the Terms of Reference (ToR) for the IT Programme Board was undertaken, and new ToR have now been agreed. PSG meetings continue monthly to monitor performance and address any issues. The IT Programme Board has oversight of the IT Strategy actions and monthly meetings are held with Customer Services to monitor progress of the Customer & Digital Strategy actions. Risk Approach is ‘Treat’.

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

Risk Owner	Phillip Spurr - Director of Place

The Council's ability to deliver on the agreed major programmes and projects as planned, within budget and within timescales is reliant on having the right people in place in the right jobs, to focus on key programmes, including: Nelson Town Deal, Joint Venture (JV) Partnership Schemes, and new cemetery facilities in Nelson. The lack of clear project scopes and project plans creates delays in delivery. Any changes in key personnel can lead to delays in delivery. Potential lack of delivery capacity to move key work forward in a timely way.

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

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

Causes	Consequences	Internal Controls & Mitigations
Loss of critical staff affecting the ability to deliver key projects. Lack of sufficient capacity and specialist capabilities to progress activities.	Reputational damage with communities, public and partnerships. Loss of grant funding and investment. Failure to deliver key transformational activities.	. Monthly / Quarterly Returns - Both financial and delivery returns submitted as per funding conditions. . Nelson Town Deal Board meetings undertaken frequently (bi-monthly) . PenBrook Joint Venture established and meet quarterly to deliver key Nelson Town Deal projects . Consultants procured to assist with the delivery of cemetery facilities project and internal working group established and meeting monthly . Agreement reached to secure Raise Partnership regeneration support for NTD and LUF. . Monthly regeneration steering group in place . Key project working groups in place for key schemes such as Colne Market . Monthly Pride in Place Board meetings held

Linked Actions					
CP26 2.07a Barrowford Cemetery - Develop a new cemetery site and existing cemeteries where necessary, to enable key community provision into the coming decades.		11%	David Walker	31-Mar-2027	**Why is the action red, amber or green?** Progress is underway, this action is expected to be completed on time

					What are you doing to maintain or improve the situation? Capital funding has been requested, and Operational Services is awaiting the outcome of the application. The application to extend the Barrowford Cemetery site is scheduled for submission in October 2026 and is expected to be completed by its due date.
CP26 2.07b Ghyll Cemetery. Develop a new cemetery site and existing cemeteries where necessary, to enable key community provision into the coming decades		3%	David Walker	31-Mar-2027	**Why is the action red, amber or green?** Action is progressing, expected to be completed on time **What are you doing to maintain or improve the situation?** The first stage of the process is underway, the tender documents have been created and enquiries have taken place on Wednesday 8th July 2026. This will subsequently allow the following milestones to be achieved. It is expected that this action will be completed on time.
CP26 2.07c Halifax Road Nelson. Develop a new cemetery site and existing cemeteries where necessary, to enable key community provision into the coming decades		3%	David Walker	31-Mar-2027	**Why is the action red, amber or green?** Progress has been delayed, but is expected to be completed within the agreed timeframe **What are you doing to maintain or improve the situation?** A date has been agreed for the works on site to commence which is now the 10th August 2026. Once this has completed the following milestones will naturally be addressed; however, they are also going to be subject to delays which are now unavoidable.
CP26 3.04a Deliver key Nelson Town Centre projects as part of the Nelson Town Deal Programme		32%	Ryan Gifford	31-Dec-2026	Why is the action red, amber or green? This is Green overall but some delays are being experienced on some projects, with one milestone currently overdue. What are you doing to maintain or improve the situation? Pendle Rise demolition has been delayed due to the discovery of asbestos. An asbestos update has been received and costings finalised but this is likely to have a knock on effect with delivery of related milestones. Accessible Nelson programme being delivered as planned. Regular meetings with LCC are driving forward delivery. The tendering process for Trafalgar House been delayed due to the Council not receiving the required minimum number so f

					tenders to comply with procurement rules. Further tenders are being sought.
CP26 3.04b Promote the Nelson Town Deal projects and create legacy communications		37%	Alice Barnett	31-Mar-2027	Why is the action red, amber or green? Action is progressing well, and is expected to be completed on time What are you doing to maintain or improve the situation? Progress on promoting the Nelson Town Deal projects and creating legacy communications is underway, with the communications plan completed and implementation now in progress. Communications continue across the Accessible Nelson and Pendle Rise projects as key milestones are reached, while engagement with Nelson and Colne College and communications relating to Trafalgar House are expected to progress as opportunities arise. Overall, the action is progressing as planned and remains on track for completion by its due date.
CP26 3.05a Council funding (Pride in Place Impact Fund) fully committed		50%	Ryan Gifford	31-Mar-2027	Why is the action red, amber or green? Progress is good. What are you doing to maintain or improve the situation? Pride In Place Impact Fund is currently 50% committed.
CP26 3.06a Colne Market Hall refurbishment completed		100%	Ryan Gifford	01-May-2026	Why is the action red, amber or green? Colne Market Hall now open and in use by the public. What are you doing to maintain or improve the situation? Good feedback from tenants and occupancy is good on the lower floors. Currently working to promote occupancy on the upper floors. There has been good footfall since re-opening - check press release for figures and input here.
CP26 3.06b Promote the transformed Colne Market Hall as a new destination for residents and businesses		75%	Alice Barnett	30-Sep-2026	**Why is the action red, amber or green?** Action is progressing, expected to be completed on time **What are you doing to maintain or improve the situation?** This action is 75% complete, with collaboration with the Market Quarter Group (MQG) continuing well. The project has now progressed to its second milestone, delivering promotional activities as opportunities arise.
CP26 3.07a Deliver key housing developments for Pendle		50%	Ryan Gifford	30-Sep-2026	Why is the action red, amber or green? Progress is good despite the market being slow at the present

					time and some minor delays experienced due to timings for Archaeology having to be co-ordinated with Barnfield to enable plant and machinery to be onsite. Also, United Utilities delayed response for the commissioning of the feasibility study for the pumping station impacted on delivery timescales. What are you doing to maintain or improve the situation? This is despite the market being slow at the present time. Regular meetings taking place with the PEARL Working Groups to manage the delivery of the scheme. Way forward agreed for archaeology which starts on 6th July 2026 and commissioned United Utilities to undertake the design and costings of the pumping station. Mineshaft works now complete.
CP26 3.08a Deliver the Pride in Place (Nelson) programme. £20m over 10 years programme split as 25% revenue and 75% capital project funding.		28%	Ryan Gifford	31-Mar-2027	Why is the action red, amber or green? Whilst some delays are being experienced on some of the milestones, it is expected at this stage that activity will progress as planned throughout the remainder of the year. What are you doing to maintain or improve the situation? The PIP Board has approved an initial 11 projects. 9 of these are now commenced. However, not all Year 1 funding was allocated during the initial call for projects, as the Board only wished to support projects that clearly demonstrated community benefit and met the agreed assessment criteria. Rather than committing funding simply to meet expenditure targets, the Board opted to retain the underspend and undertake a further call for projects to ensure the funding is invested effectively. Work on Years 2-4 of the programme is progressing as planned.
CP26 3.08b Pride in Place Impact Fund (£1.5m) committed by 31st March 2027 for a range of capital projects in Barnoldswick, Earby, Barrowford, Colne and Brierfield		67%	Ryan Gifford	31-Mar-2027	Why is the action red, amber or green? Three of the five milestones for this action have been delivered as planned. The remaining two are on target. What are you doing to maintain or improve the situation? Funding applications were issued both the 1st and 2nd tranche of projects once approval by the Executive was received. Costs determined for projects based on estimations from Property Services and detail which has come back from application forms. The programme will be monitored throughout its lifespan and compliance adhered to.

					Internal projects are designing their activities and will make commitments when ready. A number of external projects have been committed to. First projects have already started to complete and receipt of some applications awaiting submission is imminent.
CP26 3.08d Encourage local people to engage with the Pride in Place (Nelson) programme		30%	Alice Barnett	31-Mar-2027	**Why is the action red, amber or green?** Action is expected to be completed within the plan period **What are you doing to maintain or improve the situation?** The communications strategy has been drafted and is currently under review. Once approved, it will be updated and shared with the Board. Development of the NPIP (Nelson Pride in Place) website is also underway. Overall, the remaining milestones are expected to be completed within the action plan period.
CP26 3.08e Progress and develop a quality new scheme for housing development sites in Pendle via both Council and private land ownership		75%	Ryan Gifford	30-Apr-2026	Why is the action red, amber or green? Sites have been identified and discussions had with Homes England in March 2026 to assess resource availabilities. However, viability assessments still to be undertaken. What are you doing to maintain or improve the situation? Meeting with Homes England scheduled for 7th July 2026 to further investigate resource options.
CP26 3.08i Produce a development plan for Nelson Town Centre		52%	Ryan Gifford	30-Sep-2026	Why is the action red, amber or green? One of the two milestones now completed as planned with the remaining one on target for delivery. What are you doing to maintain or improve the situation? Draft development plan started in identifying commercial buildings in Nelson Town Centre and liaising with some owners to either acquire or help develop properties as part of the wider Town Centre development programme. Collecting data and intelligence on the identified properties to aid completion of the plan.
CP26 3.09a Develop an investment proposition setting out the borough's strategic ambitions		26%	Ryan Gifford	31-Dec-2026	Why is the action red, amber or green? Progress on one milestone slightly delayed but not expecting this to impact on the overall delivery of the action at this stage. What are you doing to maintain or improve the situation? Work on development of the investment proposition is now due to be completed by the end of July. Work is underway to finalise the brief with consultants. Delivery of the remaining milestones is dependent on this.

SRR-06.08 Undertake review of Economic Development Team priorities and resource allocations		0%	Phillip Spurr	30-Sep-2026	New action introduced during Quarter 1 2026/27 risk review so no progress to report as yet.

Latest Note
Quarter 1, 2026/27 Review: Current Risk Score reviewed and remains the same at this point in time. Officers continue to work to ensure timely delivery of the Town Deal, Nelson Pride in Place and Pride in Place Impact Fund programmes. Discussions ongoing with key funding partners such as Homes England and to explore further joint venture scheme delivery. Risk Approach is ‘Treat’.

SRR-07 Political Leadership			
Risk Owner	Howard Culshaw - Head of Legal & Democratic Services		
The Council's ability to deliver effective decision making by Members. Failure to achieve strong political balance and buy-in will affect the decision-making processes, hindering delivery of key projects / corporate priorities. Pendle has a balanced political base which has seen the control of Council change over recent years.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
16		**6**	**6**
Impact Scores	4 - Major	3 - Moderate	3 - Moderate
Likelihood Scores	4 - Likely	2 - Unlikely	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
Inability to achieve a strong political balance and buy in. Insufficient training and support to enhance the decision-making process. Insufficient attendance at training and support sessions.	Hindering delivery of key projects (such as, UKSPF, LUF, Town Deal)/ corporate priorities. (e.g. responding to the recommendations of the Leisure Review) Poor decision making could lead to the issuing of a S114 notice with consequences such as the subsequent closure of all leisure centres.	• **Declaration of Interest forms** completed and published for all Members • **Constitution** guiding member actions and behaviour • Constitution review undertaken annually. • Inductions for all new members • Member Newsletter issued monthly to keep Members informed of current activity • Delivery of a relevant, responsive and effective Member training programme. • **Member Code of Conduct** in place and reviewed annually. • **Governance & Committee** Structure in place. • Regular meetings with Portfolio Holders and CMT.

Linked Actions
No specific risk mitigating actions applied due to Current and Target Risk Scores being the same.

Latest Note

Quarter 1, 2026/27 Review:

Current Risk Score assessed and reduced from 12 (Impact 4;Likelihood 3) to 6 (Impact 3; Likelihood 2). This is due to the administration remaining a joint administration between the same political parties as prior to the Election and has reverted to the former Leader due to the previous Leader not being re-elected.

No specific risk mitigating actions applied due to Current and Target Risk Scores being the same.

Adopted Risk Approach of Tolerate.

SRR-08 Ability to deal with extreme weather and civil contingencies (such as a pandemic)			
Risk Owner	David Walker - Assistant Director - Operational Services		
Sufficiently robust BCP and EP arrangements not in place placing the Council at high level of risk. It is likely that extreme weather impacts on delivery of day-to-day services and on our vulnerable residents will become more prevalent in coming years. As a District Council, PBC has access to fewer resources than larger Authorities. Failure to prepare for extreme weather and civil contingencies would / could have catastrophic outcomes for the residents of Pendle and expose the Council to significant reputational and financial risks.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
16		**12**	**9**
Impact Scores	4 - Major	4 - Major	3 - Moderate
Likelihood Scores	4 - Likely	3 - Moderate	3 - Moderate

Causes	Consequences	Internal Controls & Mitigations
In the coming years and decades it is predicted that temperatures will rise, winter rainfall will increase whilst summer rainfall decreases and heat waves, droughts, storms and floods will become more frequent and more severe this will have a major impact on the people and landscapes, businesses of Lancashire. Climate change may lead to more outdoor air pollutants including particulate matter and ground level ozone. These pollutants can affect some vulnerable people resulting in higher demands for support being received. There remains a persistent risk of Pandemics and infectious diseases.	Impact on infrastructure (roads/ highways/ vulnerable people/ front door services). The Council will be faced with the challenges of providing essential and critical services during periods where we could be impacted by additional request for support or reduced staffing levels. Requests for assistance or support may be isolated such as flooding or alternatively our resources may be required to support a multi agency response as we found during the coronavirus pandemic	• Business Continuity & Emergency Plan in place • Disaster Recovery Plan in place • Resilience Direct Workshops • Weekly Out Of Hours (OOH) lists maintained (PBC & PLT) • PLT Keyholder list maintained • Liberata contact list maintained • BCP, DR & EP policies reviewed annually. • DR test scheduled for January 2024. • Attendance at LRF Winter Energy Risk Briefings and both strategic and tactical co-ordinating group meetings when required. • Local Civil Emergency Plan updated as required, e.g. when organisational changes are made. • PBC signed up to Countywide mutual aid agreement which confirms a commitment from each organisation to provide support if able to do so during times of emergencies. • Communication with residents and elected Members maintained during incidents. Channels include email, facebook and website messaging • BC and EP arrangements tested via rest centre exercise (live play Exercise NOVA) October 2025 and PBC / LCC exercise February 2026.

Linked Actions					
SRR-08.02 Consider formalising and strengthening the stand-by officer arrangements for EP – currently relies on goodwill and has limited volunteers so is a weakness in our arrangements currently.		80%	David Walker	31-Mar-2027	CLT agreed to strengthen out of hour arrangements through introduction of a paid standby rota for staff who have access and operational experience of dealing with frontline activities at Fleet Street Depot. 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.

Latest Note
Quarter 1, 2026/27 Review: Current Risk Score reviewed and maintained at 4:3 until standby arrangements are fully in place. CLT agreed to strengthen out of hour arrangements through introduction of a paid standby rota for staff who have access and operational experience of dealing with frontline activities at Fleet Street Depot. 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. Risk remains at 12. PBC have tested BC and EP arrangements via rest centre exercise (live play Exercise NOVA) October 2026 and PBC / LCC exercise February 2026. PBC involved in task and finish work covering arrangements for fuel shortages. Involved in East Lancashire cluster meetings and has updated rest centre information for LCC over the last quarter. BC and recovery plans to be checked quarter 2. Risk Approach is ‘Treat’.

SRR-09 Achievement of carbon neutral targets by 2030	
Risk Owner	Phillip Spurr - Director of Place; Karen Spencer - Director of Resources

The Council's inability to meet national Carbon Neutral targets and PBC corporate carbon reduction targets. Additional Factors:
- Continuation of Services (E Fleet, Blackouts…)
- Estate Energy procurement
- Capital Procurement of Renewables
- Insulation of Council Property and wider Private Housing Estate
- Leisure estate emissions

This is a very ambitious target which doesn't currently permeate through all Council decisions.
Failure to meet the Councils Carbon Targets could have significant legal, reputational and financial implications.

	Original Risk Score	Current Risk Score	Target Risk Score
	20	**20**	**16**
Impact Scores	4 - Major	4 - Major	4 - Major
Likelihood Scores	5 - Almost Certain	5 - Almost Certain	4 - Likely

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

Linked Actions					
CP26 2.03a Deliver a coordinated programme to increase cycling and walking across Pendle, with a particular focus on maximising the use of the canal corridor as a key active travel		36%	Stephen Martens	31-Mar-2027	Why is the action red, amber or green? Action is progressing well and is expected to be completed on time

and leisure route.					What are you doing to maintain or improve the situation? The action is progressing, with the cycling webpage completed and now live. Work is underway on the updated Pendle Cycle Strategy, which will be finalised following Local Government Reorganisation. Preparatory work is also taking place to develop funding bids for priority cycling schemes, while discussions continue on improvements at Steven Burke Sports Hub, including options to address site infrastructure constraints.
CP26 2.04a Deliver a coordinated programme to reduce carbon emissions across the Council's property estate and infrastructure, improve energy efficiency, and strengthen resilience to climate impacts		5%	Stephen Martens	31-Mar-2027	Why is the action red, amber or green? Work progressing as planned. What are you doing to maintain or improve the situation? Baseline report completed for 2025/26. PSDS schemes at design stage.
CP26 2.04b Deliver a targeted programme of flood risk mitigation and resilience measures, focusing on high-risk locations, securing external funding where possible and strengthening long-term maintenance and asset management arrangements		83%	Stephen Martens	31-Mar-2027	Why is the action red, amber or green? Delivery progressing well. What are you doing to maintain or improve the situation? 3 priority schemes have been identified for the year which is to be financed by the Environment Agency Quick Win Funding. Continuous inspection and maintenance is also fully implemented. In terms of the delivery of three engineered flood mitigation schemes, this is 33% done but is expected to be delivered within the set timescales.
CP26 2.05a Protecting our parks, greenspaces and wider environment through delivery of behaviour change campaigns that encourage responsibility and pride within the local area		7%	David Walker	31-Mar-2027	**Why is the action red, amber or green?** Action is underway and is expected to be completed on time **What are you doing to maintain or improve the situation?** The delivery of the community behaviour change campaigns has started and are expected to be delivered by the due dates. Moreover, the remedial enforcement actions have also been successfully implemented with 13 court cases heard in court since April 2026, this milestone is currently on target and is expected to fulfil its requirements.
CP26 3.08h Support LCC with the Lancashire Electric Infrastructure (LEVI) Scheme		62%	Ryan Gifford	31-Mar-2027	Why is the action red, amber or green? One of the two planned milestones have now been completed within timescales. What are you doing to maintain or improve the situation? Established regular meetings with the LEVI team to progress the

					rollout of EV charging throughout Pendle. Quarterly meetings attended to ensure Pendle is recognised as part of the wider LEVI scheme.
SRR-09.06 Energy Efficiency of the Council's buildings assessed and programme of works agreed (Heat De-carbonisation Plans) to achieve carbon neutral targets where possible		75%	Phillip Spurr	31-Mar-2027	Why is the action red, amber or green? This action continues to be delayed due to the Climate Officer post having become vacant again. What are you doing to maintain or improve the situation? Recruitment to fill the vacancy is underway but will result in further delays in the delivery of this work.

Latest Note
Quarter 1, 2026/27 Review: Current Risk score reviewed and remained the same. A consultant has been appointed to do work on the decarbonisation scheme. They have completed RIBA Stage 2 and are currently progressing the project to RIBA Stage 3 – expected to complete by end August 2026. Climate Change Officer post has become vacant again with recruitment currently underway. Risk Approach is 'Treat'.

SRR-10 Safeguarding of residents			
Risk Owner	Sarah Astin-Wood - Head of Policy & Partnerships		
The Council needs to ensure that all employees are aware of the organisation's responsibilities in relation to safeguarding children and vulnerable adults. Life in Pendle survey highlighted residents' perception of concerns around safeguarding incidents witnessed in their communities. Safeguarding cases highlighted in the media following police investigations. Failure of the Council to effectively carry out its safeguarding duties could have significant reputational impacts.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
9		**9**	**4**
Impact Scores	3 - Moderate	3 - Moderate	2 - Minor
Likelihood Scores	3 - Moderate	3 - Moderate	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
Lack of Training & Awareness Lack of resource and capacity increasing errors. Increasing inequalities in communities Increasing pressure on front door services	Safeguarding breach. Moral and ethical considerations. Reputational damage.	• Safeguarding Policy reviewed on schedule • Statutory training for Taxi drivers for new drivers and a 3yr refresher delivered via an online package. • Partnership work with LCC, NHS & Police • All Staff undertook Safeguarding Training (basic awareness) during 2025. • Refresher training will be developed and delivered following Safeguarding Policy reviews. • Identified front-line staff undertook Safeguarding Level 2 Training in 2025 (face-to-face). • Pendle Genga Panel brings partners together to identify and collectively disrupt serious organised crime (including child exploitation) using a variety of powers. A number of Council services are represented. • Annual Safeguarding Update Report to the Executive each July. • Online recording form in place to log safeguarding incidents and posters refreshed and displayed across all PBC sites, to inform staff of the safeguarding policy and procedures. • Quarterly safeguarding reminders issued to all staff and elected Members.

Linked Actions

CP26 2.06a Work with Pendle Community Safety Partnership to deliver the Strategy for 2025-28		41%	Tim Horsley	31-Mar-2027	**Why is the action red, amber or green?** Action is progressing well and is expected to be completed on time **What are you doing to maintain or improve the situation?** Progress on the Community Safety Partnership (CSP) Strategy remains on track, with the ACT for Local Authorities self-assessment completed, support partnership initiatives, and coordinate domestic abuse and youth forum activities. The remaining milestones involve continued partnership working, monitoring, and implementation, which are scheduled throughout the delivery period.
CP26 2.06b Ensure local people feel safe in Pendle and understand how to report crime		0%	Alice Barnett	31-Mar-2027	**Why is the action red, amber or green?** Action is underway, progress is expected to be completed within action plan period **What are you doing to maintain or improve the situation?** Performance is currently at an early stage, with the planned communications activity yet to commence. Although progress has been delayed due to other commitments, key community safety messages continue to be communicated where appropriate. As the remaining milestones are scheduled for later in the programme, the action is expected to be delivered within the agreed timescales.
CP26 4.03a Implement the Renters Rights Act		70%	Mark Hunting; Sue O'Rourke; Sarah Whitwell	30-Apr-2026	Why is the action red, amber or green? Action is overdue, however progress in 26/27 is assuring and is expected to be completed in Quarter 2. What are you doing to maintain or improve the situation? The Renters Right Act update has been reflected on the website, all officers have also been trained to implement the new rules. The action is 70% underway and is now dependent on the progress in reviewing staffing requirements which is slightly delayed in progress, and is now expected to complete in Quarter 2.
CP26 4.03b Continue to work to reduce the number of long-term Empty homes in Pendle		32%	Mark Hunting; Sue O'Rourke; Sarah Whitwell	31-Mar-2027	Why is the action red, amber or green? Action currently progressing, it is expected to be completed on time What are you doing to maintain or improve the situation?

					One long term empty property in Barnoldswick is currently with Legal Services and is expected to complete early in Q2, subject to the completion of the legal process.
CP26 4.03c Implement the initial requirements of the Supported Housing (Regulatory Oversight) Act 2023 to protect residents that have care, support or supervision needs		0%	Mark Hunting; Sue O'Rourke; Sarah Whitwell	31-Mar-2027	Why is the action red, amber or green? The progress of this action is dependent on the outcome of the LGR decision, but is still expected to be completed on time What are you doing to maintain or improve the situation? Currently awaiting the outcome of the Local Government Reorganisation. Subject to approval, this will be developed jointly for the new authority.
CP26 4.03d Streamline delivery on Disabled Facilities Grants (DFGs) ensuring better service for residents and more efficient working practices		6%	Mark Hunting; Sue O'Rourke; Sarah Whitwell	31-Mar-2027	Why is the action red, amber or green? Action is progressing, though slightly delayed it is expected to be completed within the action plan period What are you doing to maintain or improve the situation? Progress is currently limited, with the first three key milestones each at 10% and marked as delayed due to concerns over the procurement arrangements for Disabled Facilities Grants (DFGs). Consultation with contractors on the revised schedule of rates and procurement framework has been paused while the procurement approach is reviewed before being taken forward for Executive approval.
CP26 4.03f Housing Stock Modelling		0%	Mark Hunting; Sue O'Rourke; Sarah Whitwell	31-Mar-2027	Why is the action red, amber or green? The progress has been slightly delayed, however, it is still expected to be completed by the planned period. What are you doing to maintain or improve the situation? The housing stock modelling report has been delayed following the identification of an error in the report. BRE are currently revising the report to correct this issue, and the findings will be updated once the revised version has been received and reviewed. BRE are scheduled to send the revised report through in July.
SRR-10.06 Commence quarterly safeguarding reminders to all staff and Members		100%	Gill Dickson	31-May-2026	Safeguarding Comms Plan has been developed and the regular staff reminders via Message of the Day commenced in June

Latest Note
Quarter 1 2026/27 Review: Risk score remains the same this quarter.

Safeguarding communications plan developed with key messages being communicated to staff frequently.

Exploring further training resources for frontline officers regarding early help situations, and Designated Safeguarding Lead (DSL) training alongside a refresher of referral pathways from LCC/ other partners.

Four safeguarding/ welfare concerns cases have been logged by staff since the launch of the on-line recording form.

Risk Approach is ‘Treat’.

SRR-11 Public Health and Wellbeing			
Risk Owner	Phillip Spurr - Director of Place		
Poor public health outcomes for the people of Pendle Borough Council . poor health, etc . High number of terraced housing in certain parts of the borough . High levels of Deprivation . DFG programme – backlog and underspending Failure to manage public health and wellbeing could reduce the health, social and economic outcomes for residents. Additionally, this could lead to additional strain on Council services.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
16		**16**	**9**
Impact Scores	4 - Major	4 - Major	3 - Moderate
Likelihood Scores	4 - Likely	4 - Likely	3 - Moderate

Causes	Consequences	Internal Controls & Mitigations
Cramped housing can be the cause of health issues. Low levels of street cleanliness. Wage levels lower than the national average. High unemployment levels in the economically active age group.	Higher levels of infant mortality. Pendle is the 13th most deprived area out of 317 district and unitary authorities in England and 4th most deprived district in Lancashire (IND 2024). Lower than average life expectancy and healthy life expectancy.	. Holiday Activities and Food programme delivered throughout the year (**Link**) . Regeneration Steering Group managing PBC regeneration projects (**Link**) . Nelson Town Deal Board managing grants to local businesses, improving resilience and helping with growth (**Link**) . Comprehensive Homelessness Support framework in place (**Link**) . Integrated Care Board meetings . Nelson Town Deal, £20m Nelson Pride in Place Fund and Pride in Place Impact Fund for Nelson have health dimension. . Health and Wellbeing plan agreed and in place (**Link**) . Increased pride in place identified in latest Pendle survey . Cost of living interventions in place (**Link**) . Mechanical street cleaning is delivered on a weekly schedule within the areas linking to this risk. In support of this service, additional resources are deployed within areas of greater need to remove littering and fly-tipping . Enforcement staff patrol all areas dealing with offenders as and when evidence is found. Nelson Town Council funding and the

		Council is hosting a Nelson Enforcement Officer. . Pendle Community Safety Partnership bring stakeholders together to help reduce crime and anti-social behaviour (Link) . PBC working with health partners to put in place a clear forward plan.

Linked Actions					
CP26 2.03a Deliver a coordinated programme to increase cycling and walking across Pendle, with a particular focus on maximising the use of the canal corridor as a key active travel and leisure route.		36%	Stephen Martens	31-Mar-2027	Why is the action red, amber or green? Action is progressing well and is expected to be completed on time What are you doing to maintain or improve the situation? The action is progressing, with the cycling webpage completed and now live. Work is underway on the updated Pendle Cycle Strategy, which will be finalised following Local Government Reorganisation. Preparatory work is also taking place to develop funding bids for priority cycling schemes, while discussions continue on improvements at Steven Burke Sports Hub, including options to address site infrastructure constraints.
CP26 4.02a Deliver programmes that support Pendle's vulnerable residents		25%	Gill Dickson	31-Mar-2027	Why is the action red, amber or green? Progress underway, action is expected to be completed on time What are you doing to maintain or improve the situation? Delivery of all six milestones are underway and overall progress currently at 25%. The Pendle Food Network is transitioning into a wider Pendle Resilience Network, with launch activity planned for September. Quarterly monitoring arrangements are in place for the Healthy Weight and Smoke Free programmes, and monthly monitoring is continuing for the HAF programme. Engagement with partner organisations and community networks is ongoing, including presentations and case study work to support the Community Resilience Fund approach. Community grant recipients are being monitored through scheduled quarterly meetings, and partnership work with health and voluntary sector organisations is continuing to help identify priorities and challenges.
CP26 4.03a Implement the Renters Rights Act		70%	Mark Hunting; Sue O'Rourke; Sarah Whitwell	30-Apr-2026	Why is the action red, amber or green? Action is overdue, however progress in 26/27 is assuring and is expected to be completed in Quarter 2.

					What are you doing to maintain or improve the situation? The Renters Right Act update has been reflected on the website, all officers have also been trained to implement the new rules. The action is 70% underway and is now dependent on the progress in reviewing staffing requirements which is slightly delayed in progress, and is now expected to complete in Quarter 2.
CP26 4.03d Streamline delivery on Disabled Facilities Grants (DFGs) ensuring better service for residents and more efficient working practices		6%	Mark Hunting; Sue O'Rourke; Sarah Whitwell	31-Mar-2027	Why is the action red, amber or green? Action is progressing, though slightly delayed it is expected to be completed within the action plan period What are you doing to maintain or improve the situation? Progress is currently limited, with the first three key milestones each at 10% and marked as delayed due to concerns over the procurement arrangements for Disabled Facilities Grants (DFGs). Consultation with contractors on the revised schedule of rates and procurement framework has been paused while the procurement approach is reviewed before being taken forward for Executive approval.

Latest Note
Quarter 1, 2026/27 Risks score reviewed in Q1 and remains at 4:4. Key Progress made: - The backlog of DFG continues to be significantly reduced. - Children and young people continue to be supported through the Holiday Activities and Food Programme - PLT working to deliver the Healthy Weight Collaboration and Pendle Smoke Free Programme - 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. Risk Approach is ‘Treat’.

SRR-12 Local Workforce Skills development			
Risk Owner	Iftikhar Bokhari - Head of Economic Growth		
Skills shortage and poor educational attainment can impact the economic prosperity of the borough due to lack of investment from outside sources, leading to worse job prospects in the borough. Failure to effectively manage this risk can lead to increased demand on Council Services and individuals not able to meet their full potential.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
16		**6**	**6**
Impact Scores	4 - Major	3 - Moderate	3 - Moderate
Likelihood Scores	4 - Likely	2 - Unlikely	3 - Moderate

Causes	Consequences	Internal Controls & Mitigations
Deprivation in the local area (unemployment). Pendle has one of the lowest average Attainment 8 scores in Lancashire. Lack of local employment and regeneration and economic growth in the area. There are fewer professional jobs in Pendle (4%) when compared with the national average (9%). Wage levels are lower than the national average.	Pendle is the 13th most deprived area out of 317 district and unitary authorities in England and 4th most deprived district in Lancashire (IND 2024). Skill shortage. Loss of local economic growth. Skills migration out of Pendle. Unexploited potential	. Pendle Vision Board - Representing and coordinating local business. (**Link**) . Pendle Connects - Upskilling and providing value to the local community. (**Link**) . East Lancs Chamber of Commerce- Delivering advice to businesses & upskilling locals. (**Link**) . Kickstart programme undertaken which provided real life work placements for long term unemployed people. . Youth Employment Support (YES) Hub in operation in Nelson run by Active Lancashire delivering value to communities - Review March 2026. (**Link**) . Economic Recovery and Growth Strategy 2021-26 contains immediate and aspirational targets which are being pursued. (**Link**) . Closer working with East Lancs Learning Group.

Linked Actions					
CP26 3.03a Deliver key activities linked to promoting business networking, entrepreneurship and skills growth for young people		23%	Ryan Gifford	01-Dec-2026	Why is the action red, amber or green? Lots of activity ongoing in this area which is progressing as planned.

					What are you doing to maintain or improve the situation? With regards the Explore and Engage Futures Fair (Yr 11), a presentation has been scheduled at Fishermore School on 8th July 2026 on local government careers options. Work is in progress to deliver the Dragons Den inspired challenge partnership with The Kings Trust (18- 30-year-olds) by the expected deadline. The Future Leaders Programme is an agenda item at the next meeting of the Pendle Vision Board scheduled for 24th July 2026. With regards the start up hub for young people, the installation of lift to access second floor at 3B Computers has been commissioned to be completed by the end of August 2026 which will facilitate the remainder of the scheme.

Latest Note
Quarter 1, 2026/27 Review: Current Risk Score remains the same due to the continued pro-active work by the Council in this area and investment from Central Gov in Adult skills. Work continues with the Yes Hub, NCC, DWP and other working groups set up facilitate better integration of existing skills and education providers with local businesses. Also working with Pendle Vision board to discuss and address issues of skills shortages and workforce development. Work is beginning with the East Lancs Learning Group to address the high number of Pendle NEETs. Risk Approach is ‘Treat’.

SRR-13 Pendle Leisure Trust			
Risk Owner	Dean Langton - Chief Executive		
Ensuring that Pendle Leisure Trust can remain economically viable and continue to offer their services to the residents of Pendle. Making sure that the Leisure Centres infrastructure and estates remain fit for purpose and that they can remain competitive despite challenging market conditions. Failure to effectively manage this risk will lead to worse health, social and economic outcomes for the residents of Pendle and could lead to the closure of one or more Leisure Centres.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
9		**6**	**6**
Impact Scores	3 - Moderate	3 - Moderate	3 - Moderate
Likelihood Scores	3 - Moderate	2 - Unlikely	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
• Ageing estates that require a significant investment to modernise or maintain. • Competitive market with significant local competition (gyms, clubs, etc.) • Increasing costs (such as minimum wage, employers NI contributions, power, heating, etc) • Less disposable income in the local area (cost of living crisis)	• Leisure centres unable to operate cost effectively. • Closures of Leisure Centres if nothing changes. • Increased reliance on Council financial support - placing additional pressure of the MTFP. • Reduced health outcomes for residents.	. Senior Leadership Team working closely with CEO of PLT on driving efficiencies . Provision of annual funding for operation of the Leisure Centres, as agreed by the Council as part of its budget setting process . Proposal to extend the PLT management agreement and facilities leases through to 2033 was considered at January 2026 Executive and agreed in principle (delegated to PBC CEO to implement). . Significant capital investment in the Leisure facilities from Council resource, Nelson Town Deal and Public Sector Decarbonisation Scheme

Linked Actions
No specific risk mitigating actions due to Current and Target Risk being the same.

Latest Note
Quarter 1, 2026/27 Review: The risk has been reviewed in Q1 and has been reduced from 12 to 6 as the risk is being effectively managed through significant revenue and capital investment.

Under relatively new Leadership, the Trust has embarked on a review of its operations and as a consequence has been able to deliver significant reductions in operating expenditure and increase in income (from diversifying the mix of its offer and generating greater patronage). This has led to a reduction in the funding provided by the Council from c£2m in 2024/25 to £1.5m in 2026/27.

The Trust has been set a target of delivering a further reduction of £300k in 2027/28.

There is significant capital investment being made to maintain, improve and enhance Leisure Facilities which will also provide opportunities to both reduce the costs of operation and lead to additional income.

Risk Approach is ‘Tolerate’.

SRR-14 Joint Venture Companies			
Risk Owner	Phillip Spurr - Director of Place		
Ensuring that the Council and its Members are aware of all joint ventures and the implications and responsibilities regarding decision making. Joint ventures include; PEARL (Barnfield), PEARL 2, PEARL Together (Together Housing), PEARL Brierfield Mill (Northlight), PenBrook (Joint Venture with Brookhouse). Failure to do so would result in inconsistent decision making that works against the interests of the Council.			
Original Risk Score		**Current Risk Score**	**Target Risk Score**
20		**8**	**8**
Impact Scores	5 - Catastrophic	4 - Major	4 - Major
Likelihood Scores	4 - Likely	2 - Unlikely	2 - Unlikely

Causes	Consequences	Internal Controls & Mitigations
There must be comprehensive governance arrangements in place to ensure the Council maintains a level of overview in the companies sufficient to safeguard its investment of public money or other assets invested in them. Whilst they are appointed by the Council, a Pendle Director is not a representative of the Council when they are acting in their capacity as a Director of a company, and when acting as such they must always comply with their duties as a company director, which are required to take precedence over the Pendle Directors' duties to the Council.	Conflicts of interest may arise if the Director is an Elected Member as they are under an overriding, non-delegable and unavoidable public law duty to always act in the best interests of the Council. Potential reputational damage to the Council or individual Elected Member. Potential disruption to Council activities and plans.	• A legal review of JV governance arrangements has been completed. • Executive now acting as the shareholder committee in order to safeguard the Council interests • Member Directors declaring interests at all Council meetings. • Regular board meetings for all JV companies are in place.

Linked Actions
No specific risk mitigating actions required due to the Current and Target Risk Scores being the same.

Latest Note
Quarter 1, 2026/27 Review: Current Risk Score reviewed and remained the same due to the successful implementation of Anthony Collins recommendations. JVs are working and delivering well.

No specific risk mitigating actions required at this stage due to Current and Target Risk Score being the same.

Risk Approach is Tolerate.

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

Causes	Consequences	Internal Controls & Mitigations
Lancashire Councils are currently assembling a number of possible unitary models that may be anywhere between 2 and 5. Pendle BC has committed via Council decision that it favours a 4/5 model, with current work focussing on a 5 unitary model, which members feel will provide the most beneficial outcome for residents. The final submission will be a decision of the Executive at a date yet to be fixed and agreed. The costs of the whole project up until 2028 are yet to be established and may have a significant impact on the Councils MTFP.	There are potentially significant cost implications, yet unknown, in the development of proposals and then delivery of the model approved by Government. Links to SRR-01 (Financial Sustainability). There are also implications on staff time and costs to the council. Loss of staff – for example, due to staff being required to take on additional roles / workload as part of this process on top of their existing roles could make staff feel overburdened, increase stress, etc. Also, staff could feel vulnerable and seek alternative employment elsewhere.	Pendle BC has commissioned consultants to analyse and prepare a submission/business case within the required timescales. An LGR Member Working Group has been established and will meet on a regular basis. Officers are involved in various Lancashire wide LGR groups – Finance, Governance, HR, Data, IT. An Officer Working Group meets once per week and informs the Leader of progress on a regular basis of the themed groups created to take the proposals forward. A working group has also been established with Burnley BC that also meets on a weekly basis, as they are a key partner in the 5 unitary model work. By opting for the 5 model the Council is aiming to deliver the best outcome for residents. Regular staff communications / briefings to keep staff informed, engaged and motivated. The business case was reviewed by O&S then Council, before being approved by the Executive in November 2025 and submitted by the deadline 28th November 2025.

Linked Actions

CP26 5.01a The Information Governance Officer (IGO) is to support and manage the Councils move into SharePoint.		25%	Howard Culshaw; Daniel McCaffrey	28-Feb-2027	**Why is the action red, amber or green?** This priority is green and expected to complete on time. Work is now well underway with the first service expected to move into SharePoint in August. **What are you doing to maintain or improve the situation?** Housekeeping is now underway with all 8 remaining services having received guidance and 1-1 "kick off" meetings. All SharePoint sites are under active development by IT with no delays being expected. In addition, a comprehensive programme of training has been launched supported by East Lancashire's Chamber of Commerce. This will cover SharePoint, Excel, Outlook etc.
CP26 5.02a Deliver a structured programme of community asset transfers aligned to the Council Plan		50%	Stephen Martens	31-Mar-2027	Why is the action red, amber or green? Work has commenced on the project. What are you doing to maintain or improve the situation? A Report was taken and approved at Executive 28th May 2026. Due diligence was completed on behalf of the Council (Title Checks) Since then then V.R. instructions have been issued and Legal will engage with the appointed Solicitor for the Transfers to Town & Parish Councils. Wave 2 Report is going to Executive 23rd July 2026, subject to approval the scheduled items will be progressed for Transfer.
CP26 5.03a Ensure that senior leaders are able to lead staff effectively through the process and that staff have the skills and capacity both to prepare for Local Government Reorganisation and to contribute effectively to the new organisation		48%	Jane McDonnell	31-Mar-2027	**Why is the action red, amber or green?** Action progressing well and on target **What are you doing to maintain or improve the situation?** All workforce baseline data has been submitted. Other milestones such as the Staff training programme design, completion of the equality audit and employee upskilling for LGR remain in progress.
CP26 5.04a Communicate with our key partners where it is appropriate to keep them updated on progress with LGR.		15%	Jane McDonnell	31-Mar-2027	Why is the action red, amber or green? Action is progressing well and is expected to be completed on time What are you doing to maintain or improve the situation? HR team are working with Lancashire Colleagues on the services workstream, as well as developing regular communication/ updates to key partners on the progress with LGR. They are also on track working with the central PMO and teams within Pendle to

					inform about the LGR.
CP26 5.05a Communicate about LGR internally and externally		15%	Sarah Astin-Wood; Alice Barnett	31-Mar-2027	**Why is the action red, amber or green?** Action is progressing well and it is expected to be completed on time **What are you doing to maintain or improve the situation?** Regular communication continues to be facilitated across the Council, and the action is expected to be completed within the agreed timescales.
CP26 5.06a Pendles participation in the emerging governance for LGR		53%	Jane McDonnell	30-Sep-2026	**Why is the action red, amber or green?** Progress is underway at 50% and is on target **What are you doing to maintain or improve the situation?** CEO has joined the implementation board and is now sponsoring for the two enabling workstreams – Finance and Assets. All enabling workstreams have representatives, working on service workstreams and developing that side of delivery. Member appointments to Voluntary Joint Committee for new Unitary Authority is yet to commence.
CP26 5.07a Preparing the organisation for whatever form of Unitary Local Government is chosen by Government, take action to protect local assets and ensure the strategic ambitions of the borough are articulated fully in the development of the new Council		55%	Jane McDonnell	31-Dec-2026	**Why is the action red, amber or green?** Progress is underway, with 50% of the milestones being completed. **What are you doing to maintain or improve the situation?** A programme management office and team has been developed, whilst some vacant posts are present within the team, these roles are being reviewed to ensure they provide the Council with the right support. Moreover, Tranche 1, 2 and 3 data for LGR PMO has been delivered on time. Remaining milestones such as the development of Joint PMO collaboration approach with district partners and the production of an operating model for PMO delivery is still underway and in progress
SRR-15.01 Regular Staff Briefings (monthly)		35%	Karen Spencer; Phillip Spurr	01-Apr-2028	**Why is the action red, amber or green?** This is an ongoing commitment to keep staff regularly updated throughout the LGR process. **What are you doing to maintain or improve the situation?** Briefings commenced in June 2025 and continue.

Latest Note
Quarter 4 2025/26 Review: The 5 Unitary Authority option was submitted on time and Council officers are now involved in the relevant working groups and the submission of data as part of numerous LGR workstreams. The Council is in the process of setting up a dedicated LGR Programme Office to provide dedicated resource to LGR. The financial impact is not known, but the Council has set aside resources to contribute to the Transition Fund. Further actions will follow once the outcome of LGR is known. DEAN – CAN WE DISCUSS A QTR 1 UPDATE ON THIS PLEASE PS suggested the risk be Impact 4; Likelihood 4 (16) and consideration be given to the inclusion of actions on the lines of those below: Backfill staff resource – how do it Prioritisation re BAU activity Prioritise LGR activity – how we get involved

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 with customers – e.g. telephony and IT systems unavailable e.g. email as well as offices may be unable to open
c) Private and/or social housing supply, and access to temporary accommodation, may be insufficient to meet the homelessness needs of our residents, including pressures arising from the implementation of the Renters' Rights Act.

So What:
a) If staffing is unavailable, 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 rough. This poses significant risk to customers health and safety.
c) Implementation of the Renters' Rights Act may increase case complexity and demand on the service as the Council responds to changes in possession processes, prevention duties, and access to the private rented sector. This could increase temporary accommodation use, extend casework timescales, and create additional financial and operational pressure.

Original Risk Score		Current Risk Score	Target Risk Score
12		**8**	**4**
Impact Scores	4 - Major	4 - Major	4 - Major
Likelihood Scores	3 - Moderate	2 - Unlikely	1 - Remote

Causes	Consequences	Internal Controls & Mitigations
Staffing unavailability 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 **Communications failure** . ***telephone / email communications*** - between staff and customers . ***Offices unavailable*** – closure due to a number of factors related business continuity issues **Housing supply and access to TA** insufficient private and social housing supply, insufficient access	**Staffing unavailability** Complete lack of service managed by skilled officers increased homelessness, impacts on refugee welfare, potential increase costs and impacts on staff stress levels. **Communications failure** Lack of service to deal with enquiries, manage cases and discharge homelessness duties. **Overall impact** . Increased costs of usage of temporary accommodation . Significant complaints . Risk to customers of sleeping rough	***Staffing*** It would take a very rare event for all staff to be unavailable in normal circumstances for any period of time. . A 'duty officer' rota is in place to ensure coverage at all times thus avoiding any long period of no officer available. . an 'out of hours' service, external to the council, is available to deal with cases on an emergency basis. Review and maintain current staff resource levels, ***Communications Failure*** . IT service and policies in place to maximise availability of IT systems . Corporate Business Continuity plans and procedures in place . All staff have mobile phones to deal with customers if need be,

to temporary accommodation and additional market or operational pressures arising from the Renters' Rights Act may affect the Council's ability to meet the homelessness needs of our residents.	. Reputational damage. . Loss of grant funding . Failure to deliver key activities. **Housing supply and access to TA** The Council may be unable to provide sustainable housing options, resulting in greater numbers in temporary accommodation. Changes introduced by the Renters' Rights Act may also increase demand, lengthen casework, and place additional pressure on prevention activity and private rented sector access. This would increase costs and lead to 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&Bs for families	which operate outside of IT systems. . Staff have personal mobiles which, on a very rare occasion, they may choose to use but by blocking their personal number. **Housing supply and access to TA** 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 confidence to explore new and different options. Cost of living demand monitored. The service will need to monitor the implementation of the Renters' Rights Act and update procedures, staff knowledge, landlord engagement and prevention approaches accordingly.

Linked Actions					
CP26 4.03e Complete Delivery on LAHF3 (Local Authority Housing Fund) and the year 1 milestones for LAHF4		16%	Mark Hunting; Sue O'Rourke; Sarah Whitwell	31-Mar-2027	Why is the action red, amber or green? Action is progressing and is expected to be completed on time What are you doing to maintain or improve the situation? Works are currently on site at 11 Eagle Street, tenders for the other property are due to be returned. The purchase of the two properties for LAHF4 is being negotiated by the Empty Homes Officer. Once this is complete, renovation for both properties will be underway.
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		100%	Sarah Whitwell	31-Mar-2026	A new Teams contact group has been set up between Number One Reception and the Housing Needs Team to facilitate more effective communication which is working well for both teams. The resilience of the team has been improved with additional staff and improved admin support being available. The Housing Needs Team are providing office cover Monday – Friday. Benefit forms are completed with Housing Needs Officers before entry into temporary accommodation (TA) to ensure that there is

					maximum recovery on costs to the Council. Further work required and is underway to develop relevant risk actions in relation to temporary accommodation.
SRR-16.02 The service will monitor the implementation of the Renters' Rights Act and update procedures, staff knowledge, landlord engagement and prevention approaches accordingly		100%	Sarah Whitwell	30-Jun-2026	The service has monitored the implementation of the Renters' Rights Act and has updated procedures, staff knowledge, landlord engagement and prevention approaches accordingly. No further issues have been identified and the priority is on track.
SRR-16.03 The service will ensure that all legislative updates are fully incorporated into service delivery.		0%	Sarah Whitwell	31-Mar-2027	Progress to commence from Quarter 2 onwards.
SRR-16.04 The Housing Needs service will remain aligned with LCC as per the Lancashire districts and refuse direct referrals from the Strategic Migration Partnership.		0%	Sarah Whitwell	31-Mar-2027	Progress will commence from Quarter 2 onwards.

Latest Note
Review following CLT request 5th May 2026 and for Qtr 1, 2026/27: The implementation of the Renters' Rights Act may reduce some no-fault evictions over time, but it is also likely to increase case complexity and create short- to medium-term pressure on the service as staff adapt to changes in possession routes, prevention duties and private rented sector practice. However, we are getting fewer referrals from LCC for Asylum seekers which means that overall the Current Risk Score remains the same. Risk Approach is 'Treat'.