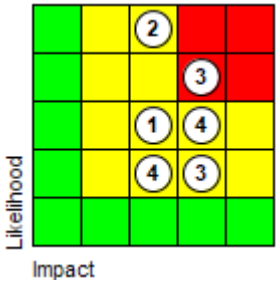
## Strategic Risk Register Update – up to end September (Quarter 2, 2026/27)

### 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 | 16 | 12 |
| SRR-02 | Organisation's Internal Capacity to Deliver | 1, 2, 3, 5 | 16 | 12 | 6 |
| SRR-03a | Effective Information Governance Arrangements | 1, 2 | 16 | 12 | 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 | 15 | 12 |
| SRR-10 | Safeguarding of residents | 2, 4 | 9 | 9 | 4 |

| Risk Code | Corporate Risk Theme | Corporate Priority Links* | Original Risk Score | Current Risk Score | Target Risk Score |
|---|---|---|---|---|---|
| SRR-11 | Public Health and Wellbeing | 3, 4 | 16 | 16 | 9 |
| SRR-12 | Local Workforce Skills development | 3 | 16 | 6 | 6 |
| SRR-13 | Pendle Leisure Trust | 1, 4 | 9 | 6 | 2 |
| 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 | 12 | 10 |
| 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 |

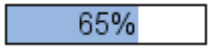
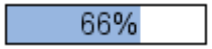
# SRR - Detailed Update

| 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.<br><br>An unbalanced budget could potentially lead to failures to deliver on key projects, outcomes for residents or the filing of Section 114 Notice. | | | |
| **Original Risk Score** | | **Current Risk Score** | **Target Risk Score** |
| **20** | | **16** | **12** |
| **Impact Scores** | 5 - Catastrophic | 4 - Major | 4 - Major |
| **Likelihood Scores** | 4 - Likely | 4 - Likely | 3 - Moderate |

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

| | | |
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| | | . Contingency arrangements built into financial planning & management routines.<br>. Continuous improvement programme in place to drive efficiencies<br>. Fees and charges policy reviewed and approved annually (Link)<br>. Budget Working Group meet regularly to review budget proposals in build-up to budget setting and February MTFP review<br>. Rigorous budget monitoring process takes place monthly and is reported to members quarterly.<br>. 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 |  | 47% | Gemma-Louise Wells | 30-Nov-2026 | **Why is the action red, amber or green?**<br>The action is progressing, with budget planning and review activity continuing broadly in line with the planned timetable.<br><br>**What are you doing to maintain or improve the situation?**<br>The Income Review has received responses from all CLT members and Finance is working through the consolidated model. The Base Budget Review remains on track for 31 October, with the timetable issued to CLT, dates being adhered to, and monitoring and budget preparation meetings in place to maintain progress. |
| CP26 1.01b Prepare a 3 year MTFP with options presented to Council to produce a balanced budget |  | 60% | Gemma-Louise Wells | 31-Jan-2027 | **Why is the action red, amber or green?**<br>The action is progressing, with the three-year MTFP being developed for inclusion in the budget-setting process.<br><br>**What are you doing to maintain or improve the situation?**<br>The working paper milestone, originally due on 30 June, has been completed; with an updated MTFP now scheduled for the October Executive meeting. Updates are being taken throughout the year to support inclusion of the MTFP in the final budget report, with that milestone due by 31 January 2027 ahead of budget finalisation in February 2027. |
| CP26 2.04c Work with chosen provider to introduce |  | 80% | David Walker | 30-Nov- | **Why is the action red, amber or green?** |

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| new vehicles and new technology onto the liveried fleet for Landscape Maintenance, Waste Services and Environmental Health | | | | 2026 | Action is progressing in line with expectations, whilst there are some slight delays, it is still expected to be completed within the plan period.<br><br>**What are you doing to maintain or improve the situation?**<br>Regular correspondence has been facilitated by the Operational Services department and their chosen providers, ensuring service delivery remains on target. Whilst there have been some chassis delays this will not impact the overall action in being delivered by its plan period. |
| 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 |  |  | David Walker | 31-Mar-2027 | **Why is the action red, amber or green?**<br><br>Performance is broadly positive, with one milestone complete and the remaining activity progressing towards its deadlines.<br><br>**What are you doing to maintain or improve the situation?**<br><br>Kerbside recycling promotion was completed on time. The annual resident update is in development for November, commercial waste has gained 37 new general-waste customers plus recycling customers but currently shows a net financial impact of -£8,385, and volunteering activity remains strong with 213 volunteers recorded. |
| CP26 3.08c To utilise the Pride in Place funding scheme to deliver projects across the Boroughs greenspaces in conjunction with Town & Parish Councils |  |  | David Walker | 31-Mar-2027 | **Why is the action red, amber or green?**<br>Action was initially delayed, but is expected to be completed within action plan period<br><br>**What are you doing to maintain or improve the situation?**<br>Overall progress is 66%, 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 |  |  | David Walker | 31-Mar-2027 | **Why is the action red, amber or green?**<br>The action is facing delays due to the football pitch remedial works, site transfer and play-area design. |

| | | | | | |
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| lease of the football pitch with a local sports club | | | | | **What are you doing to maintain or improve the situation?**<br>Overall progress is 35%. The Council report is being prepared to support the proposed land transfer, while discussions with Belvedere Sports Club are continuing on interim use and future lease and maintenance arrangements. The transfer will progress with the Estates and Legal teams once the football pitch remedial works are complete. Revised play-area options are being prepared with Reedley Hallows Parish Council for public consultation and subsequent tendering, and a further volunteer day is provisionally planned for December, including tree planting, hedge planting and litter picking. |
| CP26 5.02a Deliver a structured programme of community asset transfers aligned to the Council Plan |  | 91% | Neil Yates | 31-Mar-2027 | Why is the action red, amber or green?<br>The programme is progressing and remains on track as it moves from approval and due diligence into legal implementation.<br><br>What are you doing to maintain or improve the situation?<br>Wave 1 has been approved, legal due diligence completed and instructions issued to Legal, while Executive has approved 79 Wave 2 assets. Transfer documents have been drafted, although no legal completions have yet been recorded. Officers are continuing to liaise with Town and Parish Councils, provide additional asset information and support decisions on which transfers will proceed. Heads of terms and transfer documentation are being progressed with the relevant legal representatives so Wave 1 assets can move through agreement, execution and handover, while approved Wave 2 assets advance through the transfer process. |
| SRR-01.12 CLT to develop savings proposals for their service areas as part of the budget setting process. |  | 0% | Karen Spencer | 30-Nov-2026 | Savings Proposals process to be discussed at CLT in October. |

| **Latest Note** |
|---|
| Quarter 2, 2026/27 Review:<br>Current Risk Score has been reviewed, and the Likelihood has been increased from Moderate (3) to Likely (4) changing the overall score to 16.<br><br>There continues to be several external and internal factors impacting this risk.<br><br>The cost of food waste collections is placing additional pressure on the Councils MTFP. |

The pause in Local Government Reorganisation (LGR) has placed additional pressure on the council's budget, and our ability to balance the budget over the life to the MTFP.

Efforts are ongoing to identify and bring forward ways in which the Council can balance its budget over the medium term. CLT have been requested to review their service area and develop savings proposals as part of the budget setting process.

This risk has been categorised as Treat.

| 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.<br><br>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.<br><br>Not maintaining sufficient capacity to deliver key projects will have an impact on the Council's ability to carry out its basic statutory functions, outcomes for residents, the mental and physical wellbeing of staff and could contribute to an increase in staff turnover. | | | |
| **Original Risk Score** | | **Current Risk Score** | **Target Risk Score** |
| **16** | | **12** | **6** |
| **Impact Scores** | 4 - Major | 4 - Major | 3 - Moderate |
| **Likelihood Scores** | 4 - Likely | 3 – Moderate | 2 - Unlikely |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| Lack of funding for investment in staff<br><br>Cost of living crisis forces staff to look for new roles.<br><br>Certain key skills in shortage across the market.<br><br>Higher % of vacancies in some departments due to nature of work.<br><br>High % of temporary staff in some departments due to turnover<br><br>Long term absence rate increase | Failure to deliver on statutory duty.<br><br>Failure to deliver on key projects such as the Nelson Town Deal, Pendle Pride in Plance, Community Resilience Fund, and Colne Levelling Up.<br><br>Become a designated planning authority.<br><br>Potential Food Standards Agency intervention<br><br>Loss of staff. | Quarterly Performance Reporting monitor capacity and performance, flagging up any issues impacting on the Council's ability to deliver its Council Plan.<br><br>CLT discusses and makes key decisions on staffing matters.<br><br>Regular Portfolio Holder Briefings held keeping Members informed of current activity / developments which can impact on capacity.<br><br>Workforce Strategy in place to enable improved long-term planning of the Council's workforce and which focusses developing and retaining our current workforce and how we encourage new talent. (Link)<br><br>Personal Development Review process which identifies skills gaps within the organisation and promotes development. (Link) |

| | | |
|---|---|---|
| due to aging workforce and complex health conditions.<br><br>Inability to compete with Private Sector salaries<br><br>Uncertainty around Local Government Reorganisation | | Employee Benefits Programme in place that promotes staff welfare / health & wellbeing and aids retention. This includes the Employee Assistance Programme (EAP), VIVUP benefits package and AVCwise. (Link)<br><br>Attendance Policy in place with compliance monitored to ensure remedial action taken where necessary. Regular training is delivered to managers to support this. (Link)<br><br>Council Plan communicated with staff, so they have a clear understanding of their contributions to the Council's priorities. (Link)<br><br>Staff Engagement Sessions and Briefings to keep staff involved and informed.<br><br>Use of consultants / agency staff to deliver key projects whilst vacancies are filled.<br><br>Dynamic IT and Digital Strategies in place to support hybrid working (Link)<br><br>Effective Utilisation of Apprenticeship Levy year on year.<br><br>Reorganisation will present lots of new opportunities for staff.<br><br>Additional budget included from 2025/26 and 2026/27 to support succession planning through engagement of apprentices in key areas. |

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| CP26 1.01c Incorporate the new Building Safety Levy process into the standard working practices of the Council |  | 100% | Neil Watson | 01-Oct-2026 | **Why is the action red, amber or green?**<br>Action has been completed<br><br>**What are you doing to maintain or improve the situation?**<br>Building Safety Levy Officer post has been filled. The preparation of the Levy procedural notes and systems/processes for collection have also been completed. |
| 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 |  | 50% | Howard Culshaw | 31-Mar-2027 | **Why is the action red, amber or green?**<br>Action is progressing well, and is expected to be completed on time<br><br>**What are you doing to maintain or improve the situation?**<br>Legal Services continue to maintain their Gold Standard following the audit in Q2, it is expected that this will continue in the following quarters. |

| | | | | | |
|---|---|---|---|---|---|
| CP26 1.04b Deliver the priorities of the Workforce Strategy 2026-2028 |  | 62% | Jane McDonnell | 31-Mar-2027 | **Why is the action red, amber or green?**<br>The action remains green and is 62% complete. Progress is on track: the workforce data submission has been completed and the remaining Workforce Strategy, employee survey and policy actions are progressing towards their March 2027 deadlines.<br><br>**What are you doing to maintain or improve the situation?**<br>The Workforce Strategy Action Plan was presented to CLT on 6 October and delivery is being monitored. Employee survey actions are on track, with the working group meeting monthly to review and update ideas and actions. The Probation Policy was updated and agreed in Q2; work is continuing on third-party sexual harassment requirements and forthcoming changes to leave allowances. |

| **Latest Note** |
|---|
| Quarter 2, 2026/27 Review:<br><br>Current Risk Score reviewed and decreased from 16 (Impact 4; Likelihood 4) to 12 (Impact 4; Likelihood 3).<br><br>The reduction in the risk score reflects both the recent slowdown in Local Government Reorganisation (LGR) activity, which has reduced the likelihood of resource pressures being placed on the Council and a general assessment of the capacity of the organisation across each service. The latter is informed by a range of factors – levels of short- and long-term sickness absence, turnover, delivery of the Council (and related Service) Plan actions, key performance indicators.<br><br>Moreover, workforce capacity has improved during the quarter, with several key posts successfully recruited to and further recruitment activity ongoing to fill remaining vacancies. This has strengthened service resilience and helped mitigate some of the operational risks associated with reduced organisational capacity and capability.<br><br>The Waste Management Service does continue to present risks, with sickness levels above average and various grievance and disciplinary matters that are being managed in accordance with normal Council procedures. At this stage, this is not impacting directly on the delivery of services where performance is broadly in line with agreed indicators. Nevertheless, it is an area that remains under review.<br><br>This risk has been categorised as 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.<br>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.<br>Failure to manage this risk effectively can lead to significant potential 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- Likely | 2 - Unlikely |

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

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| | | • A formal IG resource has been created with post holder now in place.<br>• 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.<br>• 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. |

| **Latest Note** |
|---|
| Review Quarter 2, 2026/27 - Risk reviewed and reduced to 12 for Q2.<br><br>There has been a significant amount of information governance activity in Q2. As part of this activity the Council has begun to address some of the known gaps in its existing IG arrangements. Whilst the impact remains unchanged due to the significance of the risk, the likelihood has reduced slightly as progress has been made in strengthening the Council's Information Governance arrangements.<br><br>In Q2 work has started to update the councils out of date DPIA's and to carry out the assessment for new systems as they are procured. In this quarter DPIA's for some of the councils most critical systems were drafted including IDOX, Civica Financials and ITRENT (as well as number of minor DPIA's). This process has helped clarify the arrangements between the council and its data processors, identify risks and gaps and where necessary act.<br><br>Despite this the council still has a significant backlog of DPIA's to review and complete. To tackle this backlog quotes have been sought from two Data Protection specialists to provide the council with additional short-term resource.<br><br>Work continues on full adoption and implementation of the new IS polices, including retention and classification of data and implementation of DLP tools. Some of this work was delayed due to leave and other workstreams being prioritised but it is now linked to the Councils adoption of SharePoint (due to finish in Feb 2026)<br><br>In Q2 a draft policy on the use of M365's automaton (Power) Apps was drafted and presented to CGSG. This policy would allow officers to start using these new Apps to deliver grouped up service change in a safe, sustainable and consistent way. The group agreed to review the policy draft and report back at the next meeting. Successful adoption would reduce the risk of accidental non-compliance with the law, data breaches and the introduction of single points of failure.<br><br>This risk has been categorised as 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.<br><br>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.<br><br>Failure to manage this risk will lead to reductions in efficiency / capacity and ability to respond effectively in the event of a cyber incident, as well as significant potential financial and reputational damage. | | | |
| **Original Risk Score** | | **Current Risk Score** | **Target Risk Score** |
| **16** | | **12** | **6** |
| **Impact Scores** | 4 - Major | 4 - Major | 3 - Moderate |
| **Likelihood Scores** | 4 - Likely | 3 - Moderate | 2 - Unlikely |

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

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| | | the risk to the Council's website due to the limitations of the current perimeter firewalls.<br>. **Information Security Handbook** in place - reviewed and launched to staff in March 2026.<br>. Perimeter firewall replacement programme completed during 2025/26.<br>. 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. |  | 53% | Howard Culshaw | 28-Feb-2027 | **Why is the action red, amber or green?**<br>Overall this priority is green with 3/4 milestones now showing red. However this is due to the change in approach to delivery with services now being moved in to SharePoint in phases. The last move is schedule to take place in Feb 2027.<br><br>This quarter has seen the move of 2 additional services in to SharePoint (3/9) with an additional 2 services scheduled to moved in late October. 5/9 services have now completed their housekeeping and are ready to move.<br><br>This is taking in to account a minor delay to the lates migration due to equipment failure and staff leave. A plan is in place to correct this delay and put the whole programme of work back on schedule.<br><br>**What are you doing to maintain or improve the situation?**<br>Work continues to successfully move all services in to SharePoint. Broadly work is broken in to three categories:<br><br>**People:**<br>Work to make sure the Councils people are ready continues. This has been done through dedicated training by providers like; ELCoC, Seriun and Taming the Tiger.<br><br>Workshops and 1-1 sessions have also been held as needed to upskills, inform or extract information from managers and staff so as to prepare them for the move in to SharePoint.<br><br>**Systems / Stuff:**<br>Managers and HoS continue to be engaged and consulted to make sure that the end product (SharePoint) is fit for purpose and will bring with it improvements to how each service operates.<br><br>Once requirements are captured they are passed on to IT, as appropriate, who |

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| | | | | | carry out the build and make sure that sites and products are ready for each service as they move in to SharePoint.<br><br>**Strategy and Governance**<br>Work continues to transform the councils new suite of IT & Security polices in to technical controls that will be managed and enforced by the system. This will create a "compliant by default" environment rather than placing the burden of compliance on officers.<br><br>Additional work has been undertaken to develop additional policies and governance for the use of the relevant M365 Apps that allow officers to create automated workflows. Once in place this will allow officers to undertake ground up service improvement in a safe and consistent manner. |
| SRR-03.10 Review feedback / next steps from MHCLG re CAF scoping / self-assessment submission and progress further actions / work as required |  | 60% | Sarah Astin-Wood | 31-Dec-2026 | Why is the action red, amber or green?<br>This action is to be cancelled due to work relating to CAF not progressing due to LGR.<br><br>What are you doing to maintain or improve the situation?<br>A decision had been agreed at a Lancashire level to not proceed with CAF given LGR. |
| 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 | 28-Feb-2027 | Why is the action red, amber or green?<br>Excellent progress continues to be made in this area and will continue throughout the SharePoint migration project.<br><br>What are you doing to maintain or improve the situation?<br>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 implementation 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. As previously reported, 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 2, 2026/27 Review:<br>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 has been 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. However, a decision was taken at a Lancashire level to put this on hold due to LGR.

Additionally, in Q3 the Council will undertake its Cyber Essentials+ assessment. This will provide assurance that the council is managing its IT infrastructure and systems in a way that aligns with up-to-date best practice.

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

| Linked Actions | | | | | |
|---|---|---|---|---|---|
| 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?**<br>Progression is on target, action is expected to be completed on time |

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| | | | | | **What are you doing to maintain or improve the situation?**<br>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) |  | 50% | Neil Watson | 31-Mar-2027 | **Why is the action red, amber or green?**<br>Action is progressing on target<br><br>**What are you doing to maintain or improve the situation?**<br>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** |
|---|
| Quarter 2, 2026/27 Review:<br>The Current Risk Score has been reviewed and remains the same.<br><br>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 Gateway 1 assessment is currently being prepared.<br><br>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.<br><br>Providing specific actions for de-risking / mitigating the risk further is not possible at this stage. That is for later consideration.<br><br>This risk has been categorised as 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.<br><br>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. | | | |
| **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.<br>Ineffective KPI's.<br>Uncoordinated Strategic goals between organisations.<br>Lack of Client capacity to effectively manage the Contract. | The Council is unable to deliver the required savings and efficiencies resulting in increased costs.<br>Inability to make well informed future proof decisions. | • Annual internal audit review of Liberata Contract arrangements<br>• Monthly Partnership Steering Group meetings undertaken which includes the review of delivery of performance indicators against targets set, any issues with service delivery, Horizon Scan.<br>• Regular contract meetings held between the Council's Chief Executive and Liberata's Local Government Regional Manager.<br>• 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.<br>• Annual Performance Framework Review is undertaken to ensure the framework remains fit for purpose.<br>• Minutes from the Monthly Partnership Steering Group and IT Programme Board meetings are reported to CLT.<br>• 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. |

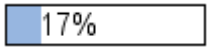
| Linked Actions | | | | | |
|---|---|---|---|---|---|
| SRR-05.08 Liberata Performance |  | 0% | Marie Mason | 30-Apr-2027 | Work on this action is not due to commence until Quarter 4, 2026/27. |

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|---|---|---|---|---|---|
| Framework reviewed and updated for 2027/28 | | | | | |
| SRR-05.09 Successfully complete the Client Contract Management Review by Internal Audit for 2026/27 |  | 0% | Marie Mason | 31-Dec-2026 | Work on this action is not due to commence until Quarter 3, 2026/27.<br>Awaiting contact from Internal Audit to commence the review. |
| SRR-05.10 Negotiate the cost of the retained Payroll service following the transfer back in-house of HR |  | 75% | Dean Langton | 30-Sep-2026 | Why is the action red, amber or green?<br>This has been delayed due to the Council waiting for the original savings proposal and future service delivery details from Liberata.<br><br>What are you doing to maintain or improve the situation?<br>A lot of work has been undertaken, a number of meetings held and demonstrations delivered to progress this and the negotiations are almost complete. The amended CCN is still awaited by the Council to formally approve but the project to implement i-Trent has commenced. |
| SRR-05.11 Agreed actions identified from the Contract Review delivered |  | 0% | Sarah Astin-Wood, Marie Mason | 31-Mar-2027 | Why is the action red, amber or green?<br>On target.<br><br>What are you doing to maintain or improve the situation?<br>Work is ongoing in this area with further discussions required to drive forward actions and recommendations. |

| **Latest Note** |
|---|
| Quarter 2, 2026/27 Review:<br>Current Risk Score reviewed and remained unchanged.<br>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.<br>PSG meetings continue monthly to monitor performance and address any issues with the Minutes from each meeting being presented to CLT. 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.<br><br>NB: added risk 'Approach' as 'Treat'<br><br>This risk has been categorised as 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.<br><br>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.<br>Lack of sufficient capacity and specialist capabilities to progress activities. | Reputational damage with communities, public and partnerships.<br>Loss of grant funding and investment.<br>Failure to deliver key transformational activities. | . Monthly / Quarterly Returns - Both financial and delivery returns submitted as per funding conditions.<br>. Nelson Town Deal Board meetings undertaken frequently (bi-monthly)<br>. PenBrook Joint Venture established and meet quarterly to deliver key Nelson Town Deal projects<br>. Consultants procured to assist with the delivery of cemetery facilities project and internal working group established and meeting monthly<br>. Monthly regeneration steering group in place<br>. Key project working groups in place for key schemes such as Colne Market<br>. 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. |  |  | David Walker | 31-Mar-2027 | **Why is the action red, amber or green?**<br>Performance is progressing, but the key funding milestones remain dependent on receipt of the capital cost projection.<br><br>**What are you doing to maintain or improve the situation?** |

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| | | | | | The capital cost projection and funding decision remain outstanding, with the likely development cost indicated at around £500,000. The cemetery design has been amended to improve biodiversity net gain, and pre-application work for the planning submission is progressing towards the March 2027 deadline. |
| CP26 2.07b Ghyll Cemetery. Develop a new cemetery site and existing cemeteries where necessary, to enable key community provision into the coming decades |  | 70% | David Walker | 31-Mar-2027 | **Why is the action red, amber or green?**<br>Performance is strong, with two milestones completed early and the final milestone progressing towards March 2027.<br><br>**What are you doing to maintain or improve the situation?**<br>The tender issue and award milestones were completed well ahead of their September and December deadlines. The remaining milestone is progressing through discharge of the construction-management and biodiversity pre-commencement conditions before site development begins. |
| 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 |  | 8% | David Walker | 31-Mar-2027 | **Why is the action red, amber or green?**<br>The action is delayed and will not be completed within the current action plan period. Initial works have commenced, but the remaining development and subsequent handover milestone will be carried forward into next year's action plan.<br><br>**What are you doing to maintain or improve the situation?**<br>The Halifax Road development was delayed in May at the Council's request to allow further due diligence checks to be completed. The required pre-commencement planning conditions were then addressed by 5 October 2026, and initial works, including tree works, were completed on site on 6 October 2026. Work has paused for the winter and is planned to resume in late February 2027. The programme will continue to be monitored, with the remaining development and site handover reflected in next year's action plan. |
| CP26 3.04a Deliver key Nelson Town Centre projects as part of the Nelson Town Deal Programme |  | 76% | Ryan Gifford | 31-Dec-2026 | Why is the action red, amber or green?<br>The action is green because key milestones have been completed and the remaining Accessible Nelson work is progressing, despite delays to the Pendle Rise redevelopment.<br><br>What are you doing to maintain or improve the situation?<br>Demolition of Pendle Rise has started, although asbestos-related issues delayed the programme and continue to affect redevelopment timescales. Accessible Nelson is progressing towards completion through regular liaison with LCC and the internal engineering team. The Trafalgar House tender and contractor appointment are complete, with ongoing liaison with |

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| | | | | | the joint venture partner to maintain delivery. |
| CP26 3.04b Promote the Nelson Town Deal projects and create legacy communications |  | 54% | Alice Barnett | 31-Mar-2027 | **Why is the action red, amber or green?**<br>The action is progressing, with the communications plan agreed and most project communications continuing, although college engagement remains a constraint.<br><br>**What are you doing to maintain or improve the situation?** The Nelson Town Deal communications plan is being implemented. Regular updates continue on Accessible Nelson, including impacts on residents and businesses, with celebratory communications planned as work nears completion. Pendle Rise milestones are promoted through news releases and social media, with time-lapse footage and tenant announcements planned when available. Trafalgar House planning approval has been publicised, with further updates to follow when delivery timescales are confirmed. Engagement with Nelson and Colne College remains outstanding due to their lack of engagement with us and will continue to be pursued. |
| CP26 3.05a Council funding (Pride in Place Impact Fund) fully committed |  | 28% | Ryan Gifford | 31-Mar-2027 | Why is the action red, amber or green?<br>The action is green because funding commitment is progressing towards the March 2027 deadline.<br><br>What are you doing to maintain or improve the situation?<br>The programme is continuing to develop project commitments. External projects are committed through Grant Funding Agreements, while internally led projects are only recorded as committed once purchase orders or contracts are issued, so their activity may be further advanced than the current commitment figure shows. Progress will continue to be monitored to secure full commitment by March 2027. |
| CP26 3.06b Promote the transformed Colne Market Hall as a new destination for residents and businesses |  | 100% | Alice Barnett | 30-Sep-2026 | **Why is the action red, amber or green?**<br>The action is complete<br><br>**What are you doing to maintain or improve the situation?** The Council has supported the Market Quarter Group through news releases, social media, trader signage and promotional films. Following a change in marketing company, communications are being coordinated with the new provider and partner posts are being shared to keep messaging consistent and direct audiences to the correct social media page. Further discussions with the Market Quarter Group will focus on opportunities to promote traders and increase footfall. |
| CP26 3.07a Deliver key housing developments for Pendle |  | 78% | Ryan Gifford | 30-Sep-2026 | Why is the action red, amber or green?<br>The action has been delayed and has been flagged as expected to be |

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| | | | | | completed within the next action plan period as a cautionary measure. This is because there have been technical and financial issues delaying the start on site at Further Clough Head.<br><br>What are you doing to maintain or improve the situation?<br>All 53 Spring Mill homes have reached shell standard, and demand is being reviewed with PEARL to guide fit-out. At Further Clough Head, archaeology and mineshaft work are complete, but the pumping station specification and wider technical and financial issues still need to be resolved before work can start on site. Regular liaison with the joint venture partners, United Utilities, PN Daly and Homes England is being used to agree a viable way forward and identify any additional resources. |
| CP26 3.08a Deliver the Pride in Place (Nelson) programme. £20m over 10 years programme split as 25% revenue and 75% capital project funding. |  | 32% | Ryan Gifford | 31-Mar-2027 | Why is the action red, amber or green?<br>The action is green because most Year 1 projects have commenced and planning for Years 2–4 is progressing, with some delivery extending into 2027/28 in line with approved timescales.<br><br>What are you doing to maintain or improve the situation?<br>All projects have signed Grant Funding Agreements and 16 of 17 have started, with the remaining complex project scheduled to commence next quarter. Stakeholder feedback from the Place Standard Tool is being analysed to confirm priorities and shape the Years 2–4 programme, with the Board due to consider findings and next steps on 6 November. Eleven Round 1 projects are expected to complete by March 2027, while Round 2 delivery is planned to continue into July and August 2027; progress will be monitored against these approved timescales. |
| 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 |  | 76% | Ryan Gifford | 31-Mar-2027 | Why is the action red, amber or green?<br>The action is green because the first three milestones are complete and the remaining funding commitment and monitoring activity is progressing towards March 2027.<br><br>What are you doing to maintain or improve the situation?<br>Funding applications for both tranches have been issued and project costs established. Most projects are progressing to plan, with delays monitored against timelines that include contingency. External projects are well advanced, with 82% committed through Grant Funding Agreements or already completed and spent; internal projects are progressing towards the higher commitment threshold of a purchase order or contract. Resources, delivery and compliance will continue to be monitored to secure full commitment or delivery by March 2027. |

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| CP26 3.08d Encourage local people to engage with the Pride in Place (Nelson) programme |  | 100% | Alice Barnett | 31-Mar-2027 | **Why is the action red, amber or green?**<br>The action is progressing within the plan period, with the communications strategy and website delivered and implementation transferring to the Nelson Pride in Place team.<br><br>**What are you doing to maintain or improve the situation?** A communications strategy has been completed and handed to the NPiP team, which will lead implementation and external engagement to strengthen community participation. The NPiP website has been built, and support is continuing to add clear, accessible content. The Communications Team will provide further content and communications support where appropriate while the NPiP team delivers the strategy through to March 2027. |
| 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?<br>The action is overdue because the site identification has started but the overdue viability assessments and housing pipeline have not yet been completed. Whilst it is delayed, it is still expected to be completed within the action plan period.<br><br>What are you doing to maintain or improve the situation?<br>Potential sites are being identified and the available data is being reviewed to develop a housing pipeline. Engagement with Homes England is continuing to explore resource options and support completion of the required viability work. |
| 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?<br>The action is red because drafting has commenced but the Nelson Town Centre development plan remains incomplete beyond its September deadline.<br><br>What are you doing to maintain or improve the situation?<br>The draft plan is under way, with commercial buildings identified and engagement taking place with owners on acquisition or development opportunities. The supporting information has been assembled and is now being written into the plan. Data collection, owner liaison and preparation of the draft report are continuing to complete the overdue milestone. |
| CP26 3.09a Develop an investment proposition setting out the borough's strategic ambitions |  | 66% | Ryan Gifford | 31-Dec-2026 | Why is the action red, amber or green?<br>The action is green because consultants have been appointed and a draft investment proposition has been produced, with Executive sign-off still planned by December 2026.<br><br>What are you doing to maintain or improve the situation? |

| | | | | | |
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| | | | | | Consultants have been commissioned and the draft proposition has been circulated for comment. Feedback and responses to consultants' enquiries have been provided, and the revised document is awaited. Continued liaison with the consultants will support completion of the final proposition and its submission to Executive for approval by the end of December 2026. |
| SRR-06.08 Undertake review of Economic Development Team priorities and resource allocations |  | 40% | Phillip Spurr | 31-Dec-2026 | Why is the action red, amber or green?<br>Ongoing.<br><br>What are you doing to maintain or improve the situation?<br>Work is progressing on the review in the context of the LGR delay and wider budget pressures and will be completed by the end of the calendar year. |

| **Latest Note** |
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| Quarter 2, 2026/27 Review:<br>Risk reviewed and remains the same at this point in time.<br><br>Robust governance arrangements are in place in relation to delivery of the key programmes and the team are being as pro-active as possible in driving forward delivery.<br><br>This risk has been categorised as 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.<br><br>Pendle has a balanced political base which has seen the control of Council change over recent years.<br><br>Failure to achieve strong political balance and buy-in will affect the decision-making processes, hindering delivery of key projects / corporate priorities. | | | |
| **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.<br>Insufficient training and support to enhance the decision-making process.<br>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)<br>Poor decision making could lead to the issuing of a S114 notice with consequences such as the subsequent closure of all leisure centres. | • **Declaration of Interest forms** completed and published for all Members<br>• **Constitution** guiding member actions and behaviour<br>• Constitution review undertaken annually.<br>• Inductions for all new members<br>• Member Newsletter issued monthly to keep Members informed of current activity<br>• Delivery of a relevant, responsive and effective Member training programme.<br>• **Member Code of Conduct** in place and reviewed annually.<br>• **Governance & Committee** Structure in place.<br>• Regular meetings with Portfolio Holders and CMT. |

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

| Latest Note |
| --- |
| Review Quarter 2, 2026/27 - Risk reviewed and maintained at 3:2 for Q2.<br><br>The administration remains a joint administration between the same two political parties and has reverted to the former leader because the last leader lost his seat on 7th May. Since the last review the administration's majority has reduced by 2 because 2 Liberal Democrats have joined the Conservative Group.<br><br>This risk has been categorised as 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.<br><br>Failure to prepare for extreme weather and civil contingencies would / could have catastrophic outcomes for the residents of Pendle and expose the Council to significant reputational and financial risks. | | | |
| **Original Risk Score** | | **Current Risk Score** | **Target Risk Score** |
| **16** | | **12** | **9** |
| **Impact Scores** | 4 - Major | 4 - Major | 3 - Moderate |
| **Likelihood Scores** | 4 - Likely | 3 - Moderate | 3 - Moderate |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| In the coming years and decades it is predicted that temperatures will rise, winter rainfall will increase whilst summer rainfall decreases and heat waves, droughts, storms and floods will become more frequent and more severe this will have a major impact on the people and landscapes, businesses of Lancashire.<br>Climate change may lead to more outdoor air pollutants including particulate matter and ground level ozone. These pollutants can affect some vulnerable people resulting in higher demands for support being received.<br>There remains a persistent risk of Pandemics and infectious diseases. | Impact on infrastructure (roads/ highways/ vulnerable people/ front door services).<br>The Council will be faced with the challenges of providing essential and critical services during periods where we could be impacted by additional request for support or reduced staffing levels.<br>Requests for assistance or support may be isolated such as flooding or alternatively our resources may be required to support a multi agency response as we found during the coronavirus pandemic | • Business Continuity & Emergency Plan in place<br>• Disaster Recovery Plan in place<br>• Resilience Direct Workshops<br>• Weekly Out Of Hours (OOH) lists maintained (PBC & PLT)<br>• PLT Keyholder list maintained<br>• Liberata contact list maintained<br>• BCP, DR & EP policies reviewed annually.<br>• Attendance at LRF Winter Energy Risk Briefings and both strategic and tactical co-ordinating group meetings when required.<br>• Local Civil Emergency Plan updated as required, e.g. when organisational changes are made.<br>• PBC signed up to Countywide mutual aid agreement which confirms a commitment from each organisation to provide support if able to do so during times of emergencies.<br>• Communication with residents and elected Members maintained during incidents. Channels include email, facebook and website messaging<br>• 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. Still 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 though this number may be revised due to delay of implementation. DW again to follow up with Service leads for guidance and scenario notes. Risk remains at 12. |

| Latest Note |
|---|
| Quarter 2, 2026/27 Review: Current Risk Score reviewed and maintained at 4:3<br><br>SCMT and Local Crisis Management Plans updated Quarter 2.<br><br>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. Still 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 though this number may be revised due to delay of implementation. DW again to follow up with Service leads for guidance and scenario notes. Risk remains at 12. |

| SRR-09 Achievement of carbon neutral targets by 2030 | | | |
|---|---|---|---|
| **Risk Owner** | Neil Yates - Head of Property & Engineering | | |
| The Council's inability to meet national Carbon Neutral targets and PBC corporate carbon reduction targets. Additional Factors:<br>- Continuation of Services (E Fleet, Blackouts…)<br>- Estate Energy procurement<br>- Capital Procurement of Renewables<br>- Insulation of Council Property and wider Private Housing Estate<br>- Leisure estate emissions<br>This is a very ambitious target which doesn't currently permeate through all Council decisions.<br>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** | | **15** | **12** |
| **Impact Scores** | 4 - Major | 3 - Moderate | 3 - Moderate |
| **Likelihood Scores** | 5 - Almost Certain | 5 - Almost Certain | 4 - Likely |

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

| Linked Actions | | | | | |
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| 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. |  | 48% | Neil Yates | 31-Mar-2027 | Why is the action red, amber or green?<br>The action is progressing well overall.<br><br>What are you doing to maintain or improve the situation?<br>The dedicated Cycle Hub webpage was completed ahead of schedule, work on the updated Cycle Strategy is on track for December 2026, and discussions are |

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| | | | | | progressing on funding bids and targeted improvements at priority locations. The remaining milestones are therefore advancing within their current delivery timescales. Officers are continuing to work with LCC to refine priorities and potential schemes, investigate funding for the Colne Road shared-use path and support the proposed Church School scheme for delivery in 2026/27. Detailed proposals for Steven Burke Sports Hub are also being developed with CDPP, supported by engagement with a composting toilet supplier. |
| 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 |  | 30% | Neil Yates | 31-Mar-2027 | Why is the action red, amber or green?<br>The action is progressing, although slightly delayed it is expected to be completed within the action plan period<br><br>What are you doing to maintain or improve the situation?<br>Following delays caused by the vacant Climate Officer post, estate data has now been obtained and the carbon baseline report produced, with analysis under way to assess performance and identify further decarbonisation opportunities. The findings will be reported to Executive and the Climate Emergency Working Group. Officers are progressing PSDS schemes at Wavelengths and West Craven Leisure Centre, developing solar projects at Colne and West Craven leisure centres with PLT, liaising with GB Energy and other potential funders, and working with Procurement to appoint a contractor within the required timescales. Measurable carbon and energy savings will be tracked as funding is secured and priority projects move into delivery. |
| 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 |  | 87% | Neil Yates | 31-Mar-2027 | Why is the action red, amber or green?<br>The action is progressing well, with the overall programme expected to be delivered within the agreed timescales.<br><br>What are you doing to maintain or improve the situation?<br>The flood risk review, external funding arrangements and formal inspection and maintenance regime are complete. Of the three priority engineered schemes, Calder Terrace is complete, Gillian's Lane is in progress and Marsden Hall Road has yet to start. Environment Agency Quick Win funding is in place to match-fund the Gillian's Lane scheme, where initial works have taken place and the new screen has been ordered for installation. Design work is due to commence for Marsden Hall Road, while the fully implemented inspection and maintenance programme will continue to support asset performance and reduce flood risk. |
| 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 |  | 87% | David Walker | 31-Mar-2027 | **Why is the action red, amber or green?**<br>Performance is good overall, with most milestones completed and the remaining campaign activity on track for March 2027.<br><br>**What are you doing to maintain or improve the situation?** |

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| | | | | | Three of the four milestones are complete: both community events were delivered and the recycling and waste communications target was exceeded. The litter, gum and dog-fouling campaign remain in progress, with Keep Britain Tidy funding secured and completion due by March 2027. |
| CP26 3.08h Support LCC with the Lancashire Electric Infrastructure (LEVI) Scheme |  | 70% | Ryan Gifford | 31-Mar-2027 | Why is the action red, amber or green?<br>The action is green because quarterly liaison arrangements are in place and support for promoting the LEVI scheme is continuing towards the March 2027 deadline.<br><br>What are you doing to maintain or improve the situation?<br>Quarterly meetings with LCC and the LEVI team have been established and are being used to progress the rollout of EV charging in Pendle. LCC has confirmed its invitation to tender and is aiming to appoint a preferred bidder in December 2026. Continued liaison with the LEVI team will support promotion of the scheme and ensure Pendle remains included in the wider programme. |
| 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 | Decarbonisation schemes at Wavelengths and West Craven Leisure Centre are at planning stage. Work is ongoing with PLT on Colne Leisure Centre and West Craven Leisure Centre solar schemes, alongside liaison with GB Energy and research into funding sources to help progress works on other Council assets. |

| **Latest Note** |
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| Quarter 2, 2026/27 Review:<br>Current Risk Score reviewed and the Impact has been changed from Major (4) to Moderate (3). This is felt to be a more realistic assessment of Impact and is in line with the Council's Risk Management Strategy.<br><br>The Target Risk Score has also been reviewed and updated accordingly, changing from 16 to 12. This is assessed as Likelihood being Likely (4) and the Impact being Moderate (3).<br><br>Decarbonisation schemes at Wavelengths and West Craven Leisure Centre are at planning stage. Work is ongoing with PLT on Colne Leisure Centre and West Craven Leisure Centre solar schemes, alongside liaison with GB Energy and research into funding sources to help progress works on other Council assets.<br><br>The risk remains categorised as 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. Safeguarding cases highlighted in the national media and following police investigations has demonstrated the importance of the safeguarding duties carried out by Local Authorities.<br><br>Failure of the Council to effectively carry out its safeguarding duties could have significant reputational impacts. | | | |
| **Original Risk Score** | | **Current Risk Score** | **Target Risk Score** |
| **9** | | **9** | **4** |
| **Impact Scores** | 3 - Moderate | 3 - Moderate | 2 - Minor |
| **Likelihood Scores** | 3 - Moderate | 3 - Moderate | 2 - Unlikely |

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

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| | | • Community Support Hub established on website and promoted |

| Linked Actions | | | | | |
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| CP26 2.06a Work with Pendle Community Safety Partnership to deliver the Strategy for 2025-28 |  | 70% | Tim Horsley | 31-Mar-2027 | **Why is the action red, amber or green?**<br>The action is progressing well, with the initial assessment and counter-terrorism engagement complete and partnership delivery continuing.<br><br>**What are you doing to maintain or improve the situation?** The ACT for Local Authorities self-assessment has been completed and submitted, and the Police Counter Terrorism Security Adviser has met the Council's Martyn's Law project team. Partnership activity is supporting operations against illicit tobacco, illegal vapes, counterfeit goods and associated violence, with closure orders secured at repeat locations. Domestic Homicide Review actions are being reviewed for Quarter 3, while the Youth Forum, Domestic Abuse Forum and wider partnership groups are aligning their action plans with the new priorities and the latest serious violence needs assessment and strategy. |
| CP26 2.06b Ensure local people feel safe in Pendle and understand how to report crime |  | 25% | Alice Barnett | 31-Mar-2027 | **Why is the action red, amber or green?**<br>The action is underway, but progress remains at an early stage because the communications plan and full campaign have not yet been completed.<br><br>**What are you doing to maintain or improve the situation?**<br>A communications plan is being drafted to bring together key community safety themes, reporting channels, data and trends. Partner activity is already being supported on issues including fireworks, dangerous driving and bin fires, and relevant crime-prevention content continues to be posted and shared. The next steps are to complete the plan, implement the social media campaign covering crime, Prevent and hate-crime reporting routes, and issue regular updates on action taken and improvements achieved. |
| CP26 4.03a Implement the Renters Rights Act |  | 100% | Sarah Whitwell | 30-Apr-2026 | Why is the action red, amber or green?<br>Action is now complete with the Renters Right Act update having been reflected on the website and all officers having been trained accordingly. Also, in terms of the legislation that is in force now, the staffing has been reviewed and is considered adequate and appropriate and a trainee has been recruited.<br><br>What are you doing to maintain or improve the situation?<br>Continue to work in accordance with the new legislation. |

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| CP26 4.03b Continue to work to reduce the number of long-term Empty homes in Pendle |  | 40% | Sarah Whitwell | 31-Mar-2027 | Why is the action red, amber or green?<br>Action currently progressing with a slight delayed on expected timescales with regards to the completion of the second CPO / LT empty property purchase planned in the first half of the year.<br>This is due to delays in the legal process requiring the Council to provide further justification for the CPO.<br><br>What are you doing to maintain or improve the situation?<br>Continue to work to satisfy the legal requirements for the CPO. |
| 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 |  | 7% | Sarah Whitwell | 31-Mar-2027 | Why is the action red, amber or green?<br>Initial approach was to work jointly once the decision on LGR was announced; however, this work has been delayed due to the pause in LGR by Government. We are still working to publish a Local Supported Housing Strategy by the end of the financial year.<br><br>What are you doing to maintain or improve the situation?<br>The Procurement Officer has advised against a joint approach. The procurement process has been agreed. Consultants have been contacted to provide quotations. |
| CP26 4.03d Streamline delivery on Disabled Facilities Grants (DFGs) ensuring better service for residents and more efficient working practices |  | 46% | Sarah Whitwell | 31-Mar-2027 | This action is experiencing some delays due to procurement challenges, but it remains on track to be delivered within the Action Plan period.<br>**Key Progress Highlights:**<br>**DFG Schedule of Rates Review** - Progress has been delayed while procurement options are reviewed with the Procurement Officer. Consultation with contractors has been paused pending agreement on the preferred approach, but completion is still expected within the action plan period.<br>**Equipment Procurement Framework** - The Council has identified the YPO framework as the preferred route for most DFG equipment purchases. However, as no single framework covers all equipment requirements, work is underway with Procurement to develop a bespoke framework where necessary. The new framework is expected to go live shortly.<br>**Procurement of Adaptation Contractors** - Progress has been delayed while the most suitable procurement route is determined. Discussions have taken place with YPO and NPA regarding framework options, and a preferred delivery model is currently being finalised.<br>**DFG Policy Review** - This milestone has been completed. A procedural note has been implemented within the DFG Policy, addressing all issues identified through the MIAA audit and ensuring recommendations have been achieved.<br>**Additional DFG Funding** - The additional funding allocated by the |

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| | | | | | Council has been fully committed. Adaptation works are progressing on site, with expenditure expected to be fully incurred during the current financial year.<br><br>**Overall Assessment**<br>Although procurement-related activities are behind schedule, actions are in place to address the delays and delivery remains achievable within the agreed timeframe. Significant progress has been made in strengthening governance through the updated DFG Policy, and the additional DFG funding has been successfully allocated to support residents. |
| CP26 4.03f Housing Stock Modelling |  | 55% | Sarah Whitwell | 31-Mar-2027 | Why is the action red, amber or green?<br>Progress on track.<br><br>What are you doing to maintain or improve the situation?<br>The report on the findings of the Housing Stock modelling has been completed and presented to Executive in September with recommendations noted / approved.<br>A trainee staff member has been recruited who will be involved in proactive enforcement in high priority wards. |

| **Latest Note** |
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| Quarter 2 2026/27 Review: Risk score remains the same this quarter.<br><br>Safeguarding comms plan developed with key messages being communicated to staff frequently.<br><br>A briefing for frontline officers regarding early help situations has taken place and contact cards issued.<br><br>Designated Safeguarding Lead (DSL) training including a refresher of referral pathways from LCC is being planned for the new year.<br><br>Member Safeguarding & Prevent training held in Sept 2026 |

| 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.<br>Low levels of street cleanliness.<br>Wage levels lower than the national average.<br>High unemployment levels in the economically active age group. | Higher levels of infant mortality.<br>Pendle is the 13th most deprived area out of 317 district and unitary authorities in England and 4th most deprived district in Lancashire (IND 2024).<br>Lower than average life expectancy and healthy life expectancy. | . Holiday Activities and Food programme delivered throughout the year (**Link**)<br>. Regeneration Steering Group managing PBC regeneration projects (**Link**)<br>. Nelson Town Deal Board managing grants to local businesses, improving resilience and helping with growth (**Link**)<br>. Comprehensive Homelessness Support framework in place (**Link**)<br>. Integrated Care Board meetings<br>. Nelson Town Deal, £20m Nelson Pride in Place Fund and Pride in Place Impact Fund for Nelson have health dimension.<br>. Health and Wellbeing plan agreed and in place (**Link**)<br>. Community Support Hub in place (**Link**)<br>. Mechanical street cleaning is delivered on a weekly schedule within the areas linking to this risk. In support of this service, additional resources are deployed within areas of greater need to remove littering and fly-tipping<br>. Enforcement staff patrol all areas dealing with offenders as and when evidence is found. Nelson Town Council funding and the Council is hosting a Nelson Enforcement Officer.<br>. Nelson Town Council funding and the Council is hosting a Nelson Enforcement Officer<br>. Pendle Community Safety Partnership bring stakeholders together to help reduce |

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| | | crime and anti-social behaviour (**Link**)<br>. PBC working with health partners to put in place a clear forward plan.<br>. The Crisis and Resilience Fund (CRF) is being delivered in Pendle, providing support for those residents in sudden, urgent need. |

| 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. |  | 48% | Neil Yates | 31-Mar-2027 | Why is the action red, amber or green?<br>The action is progressing well overall.<br><br>What are you doing to maintain or improve the situation?<br>The dedicated Cycle Hub webpage was completed ahead of schedule, work on the updated Cycle Strategy is on track for December 2026, and discussions are progressing on funding bids and targeted improvements at priority locations. The remaining milestones are therefore advancing within their current delivery timescales. Officers are continuing to work with LCC to refine priorities and potential schemes, investigate funding for the Colne Road shared-use path and support the proposed Church School scheme for delivery in 2026/27. Detailed proposals for Steven Burke Sports Hub are also being developed with CDPP, supported by engagement with a composting toilet supplier. |
| CP26 4.02a Deliver programmes that support Pendle's vulnerable residents |  | 54% | Gill Dickson | 31-Mar-2027 | **Why is the action red, amber or green?**<br>The action is progressing well, with the resilience network established and health, wellbeing and grant programmes continuing through regular partnership monitoring.<br><br>**What are you doing to maintain or improve the situation?** The Pendle Food Network has broadened into a Crisis and Resilience Fund Network and Food Forum following a successful Community Resilience Conference attended by 120 people. Quarterly monitoring continues for healthy weight, smoke-free and community grant programmes, while the Holiday Activities and Food programme delivered a successful summer offer supported by monthly reviews. Multi-agency engagement has strengthened wraparound support, including for Brierfield Food Bank. The Council is also supporting the Health and Wellbeing Partnership and the Your Move directory, while LIFT is being used to target households eligible for benefits and income-maximisation support. |
| CP26 4.03a Implement the Renters Rights Act |  | 100% | Sarah Whitwell | 30-Apr-2026 | Why is the action red, amber or green?<br>Action is now complete with the Renters Right Act update having been reflected on the website and all officers having been trained accordingly. Also, in terms of the legislation that is in force now, the staffing has been reviewed and is considered adequate and appropriate and a trainee has been recruited. |

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| | | | | | What are you doing to maintain or improve the situation?<br>Continue to work in accordance with the new legislation. |
| CP26 4.03d Streamline delivery on Disabled Facilities Grants (DFGs) ensuring better service for residents and more efficient working practices |  | 46% | Sarah Whitwell | 31-Mar-2027 | This action is experiencing some delays due to procurement challenges, but it remains on track to be delivered within the Action Plan period.<br>**Key Progress Highlights:**<br>**DFG Schedule of Rates Review** - Progress has been delayed while procurement options are reviewed with the Procurement Officer. Consultation with contractors has been paused pending agreement on the preferred approach, but completion is still expected within the action plan period.<br>**Equipment Procurement Framework** - The Council has identified the YPO framework as the preferred route for most DFG equipment purchases. However, as no single framework covers all equipment requirements, work is underway with Procurement to develop a bespoke framework where necessary. The new framework is expected to go live shortly.<br>**Procurement of Adaptation Contractors** - Progress has been delayed while the most suitable procurement route is determined. Discussions have taken place with YPO and NPA regarding framework options, and a preferred delivery model is currently being finalised.<br>**DFG Policy Review** - This milestone has been completed. A procedural note has been implemented within the DFG Policy, addressing all issues identified through the MIAA audit and ensuring recommendations have been achieved.<br>**Additional DFG Funding** - The additional funding allocated by the Council has been fully committed. Adaptation works are progressing on site, with expenditure expected to be fully incurred during the current financial year.<br><br>**Overall Assessment**<br>Although procurement-related activities are behind schedule, actions are in place to address the delays and delivery remains achievable within the agreed timeframe. Significant progress has been made in strengthening governance through the updated DFG Policy, and the additional DFG funding has been successfully allocated to support residents. |

| **Latest Note** |
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| Quarter 2, 2026/27 Review:<br>Risks score reviewed in Q2 and remains at 4:4.<br><br>Key Progress made:<br>The backlog of DFG continues to be significantly reduced.<br>The Council continue to deliver the programme activities through the Crisis and Resilience Fund (CRF), providing support to residents who are on low income or facing a crisis.<br>The Council continues its programme of work to acquire properties for temporary accommodation.<br>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

Given the cross-cutting nature of this risk, it is recognised that responsibility for mitigating poor public health and wellbeing outcomes extends beyond a single risk owner. The Chief Executive, Director of Place and Director of Resources have reviewed the risk and identified the need to further consider whether its current definition, ownership and accountability arrangements appropriately reflect its wider organisational impact.

This risk has been categorised as 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.<br><br>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 | 2 - Unlikely |

| Causes | Consequences | Internal Controls & Mitigations |
|---|---|---|
| Deprivation in the local area (unemployment).<br>Pendle has one of the lowest average Attainment 8 scores in Lancashire.<br>Lack of local employment and regeneration and economic growth in the area.<br>There are fewer professional jobs in Pendle (4%) when compared with the national average (9%).<br>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).<br>Skill shortage.<br>Loss of local economic growth.<br>Skills migration out of Pendle.<br>Unexploited potential | . Pendle Vision Board - Representing and coordinating local business. (**Link**)<br>. Pendle Connects - Upskilling and providing value to the local community. (**Link**)<br>. East Lancs Chamber of Commerce- Delivering advice to businesses & upskilling locals. (**Link**)<br>. Kickstart programme undertaken which provided real life work placements for long term unemployed people.<br>. Youth Employment Support (YES) Hub in operation in Nelson run by Active Lancashire delivering value to communities - Review March 2026. (**Link**)<br>. Economic Recovery and Growth Strategy 2021-26 contains immediate and aspirational targets which are being pursued. (**Link**)<br>. 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 |  | 65% | Ryan Gifford | 01-Dec-2026 | Why is the action red, amber or green?<br>Action is progressing as planned<br><br>What are you doing to maintain or improve the situation?<br>The Explore and Engage Futures Fair has been delivered, while the Dragons' Den-inspired challenge, Future Leaders Programme and young people's start-up hub are all progressing. |

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| | | | | | Planning, venues and partners are in place for the Dragons' Den challenge; the Future Leaders Programme is being developed with the Pendle Vision Board; and recruitment and partnership work for the start-up hub are under way. To maintain progress, attendance and feedback from the Futures Fair are being reviewed to inform future delivery. The remaining milestones are being supported through ongoing monitoring and partner engagement, regular meetings with Pendle Vision Board representatives, and continued recruitment and liaison with In-situ |

| **Latest Note** |
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| Quarter 2, 2026/27 Review:<br>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.<br><br>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. Pendle Economic Growth team have been undertaking skills fairs and careers fairs with job seekers and children coming to the end of their educational journey.<br><br>Work is beginning with the EL Learning Group to address the high number of Pendle NEETs.<br><br>This risk has been categorised as 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.<br><br>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** | **2** |
| **Impact Scores** | 3 - Moderate | 3 - Moderate | 1 - Insignificant |
| **Likelihood Scores** | 3 - Moderate | 2 - Unlikely | 2 - Unlikely |

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

| Linked Actions |
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| No specific risk mitigating actions due to the risk approach being Tolerate.. |

| Latest Note |
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| The risk has been reviewed in Q2 and has been reduced from 12 to 6 as the risk is being effectively managed through significant revenue and capital investment.<br><br>The financial position of the Trust remains relatively stable, with a reasonable operating surplus at outturn for 2025/26 and, despite a reduction in the Council's grant (from £1.8m to £1.5m), an anticipated break-even position in 2026/27. The Trust has been set a target of delivering a further reduction of £300k in 2027/28 and has indicated that it is confident of achieving this. |

There continues to be capital investment in the facilities used by the Trust, with external funding from the Town Deal and PSDS supporting some of that investment. A review of the affordability of the remaining investment is to be undertaken in the context of the general affordability of the Council's Capital Programme which is likely to see any further capital investment focus largely on those matters which present a risk to the continuing operation of the sites and health and safety. This is not expected to have any impact on operations.

In the light of Local Government Reorganisation and the imminent expiry date, the Trust is seeking a short-term extension to the leases for the Leisure Facilities. This has been granted by the Council's Executive subject to the normal due diligence. Extending the leases will provide sufficient time for any new Unitary Council to consider its Leisure Services Operating Model and where the Trust fits with that.

This risk has been categorised as 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).<br><br>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.<br><br>Whilst they are appointed by the Council, a Pendle Director is not a representative of the Council when they are acting in their capacity as a Director of a company, and when acting as such they must always comply with their duties as a company director, which are required to take precedence over the Pendle Directors' duties to the Council. | Conflicts of interest may arise if the Director is an Elected Member as they are under an overriding, non-delegable and unavoidable public law duty to always act in the best interests of the Council.<br><br>Potential reputational damage to the Council or individual Elected Member.<br><br>Potential disruption to Council activities and plans. | • A legal review of JV governance arrangements has been completed.<br>• Executive now acting as the shareholder committee in order to safeguard the Council interests<br>• Member Directors declaring interests at all Council meetings.<br>• Regular board meetings for all JV companies are in place. |

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

| Latest Note |
|---|
| Quarter 2, 2026/27 Review:<br>Current Risk Score reviewed and remained the same.<br><br>Robust and improved governance arrangements are ensuring the JVs are continuing to work and deliver well. |

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| This risk has been categorised as Tolerate |

| SRR-15 Local Government Re-organisation affecting Pendle BC and all Lancashire local authorities | |
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| **Risk Owner** | Dean Langton - Chief Executive |

This risk is multi-faceted insofar as it may have an impact on the Council's ability to provide services as resources are diverted to focus on supporting the implementation of new Unitary Councils, the Council's staffing resource given the uncertainty it creates, the Council's financial position both in terms of the decisions that may be taken in the knowledge of LGR and the need to fund the cost of implementation and on the Borough's residents who are the recipient of Council Services.

There is a risk that Local Government Reorganisation, including uncertainty over the future structure, transition arrangements, timescales and allocation of responsibilities, adversely affects the Council's ability to maintain effective services, deliver its Council Plan priorities and manage its financial, workforce and governance responsibilities during the transition to new unitary arrangements.

This could result in reduced organisational capacity, loss of key skills and experienced staff, disruption to service delivery, increased costs, failure to deliver planned savings or transformation, weakened governance and assurance, and insufficient preparation for the transfer of services, assets, liabilities, contracts, data and statutory responsibilities to successor authorities.

The risk may be exacerbated by uncertainty over the timing and implementation of reorganisation, competing demands on senior management and staff, and the need to maintain business-as-usual performance while preparing for transition and ensuring the Council fulfils its statutory duties until abolition.

Local Government Reorganisation will see the abolition of Pendle BC (and other Councils) and the creation of a new Unitary Council covering the Pendle area. It is expected that residents will receive the same, if not better, service provision from a Council

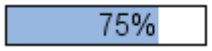
There will be a future impact on residents; however, the full extent of this won't be known until the number of Unitary Councils for Lancashire is decided.

| Original Risk Score | | Current Risk Score | Target Risk Score |
|---|---|---|---|
| **20** | | **12** | **10** |
| **Impact Scores** | 4 - Major | 3 - Moderate | 2 - Minor |
| **Likelihood Scores** | 5 - Almost Certain | 4 - Likely | 5 - Almost Certain |

| Causes | Consequences | Internal Controls & Mitigations |
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| The Government is committed to 'Rewiring the State' Lancashire Councils are currently assembling a number of possible unitary models that may be anywhere between 2 and 5.<br>Pendle BC has committed via Council decision that it favours a 4/5 model, with current work | 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).<br><br>There are also implications on staff time and costs to the council. | Pendle BC has commissioned consultants to analyse and prepare a submission/business case within the required timescales.<br>An LGR Member Working Group has been established and will meet on a regular basis.<br>Officers are involved in various Lancashire wide LGR groups – Finance, Governance, HR, Data, IT. |

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| focussing on a 5 unitary model, which members feel will provide the most beneficial outcome for residents.<br>The costs of the whole project up until 2028 are yet to be established and may have a significant impact on the Councils MTFP. | 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. | 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.<br>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.<br>Regular staff communications / briefings to keep staff informed, engaged and motivated.<br>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 | | | | | |
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| CP26 5.01a The Information Governance Officer (IGO) is to support and manage the Councils move into SharePoint. |  | 53% | Howard Culshaw | 28-Feb-2027 | **Why is the action red, amber or green?**<br>Overall this priority is green with 3/4 milestones now showing red. However this is due to the change in approach to delivery with services now being moved in to SharePoint in phases. The last move is schedule to take place in Feb 2027.<br><br>This quarter has seen the move of 2 additional services in to SharePoint (3/9) with an additional 2 services scheduled to moved in late October. 5/9 services have now completed their housekeeping and are ready to move.<br><br>This is taking in to account a minor delay to the lates migration due to equipment failure and staff leave. A plan is in place to correct this delay and put the whole programme of work back on schedule.<br><br>**What are you doing to maintain or improve the situation?**<br>Work continues to successfully move all services in to SharePoint. Broadly work is broken in to three categories:<br><br>**People:**<br>Work to make sure the Councils people are ready continues. This has been done through dedicated training by providers like; ELCoC, Seriun and Taming the Tiger.<br><br>Workshops and 1-1 sessions have also been held as needed to upskills, inform or extract information from managers and staff so as to prepare them for the move in to SharePoint. |

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| | | | | | **Systems / Stuff:**<br>Managers and HoS continue to be engaged and consulted to make sure that the end product (SharePoint) is fit for purpose and will bring with it improvements to how each service operates.<br><br>Once requirements are captured they are passed on to IT, as appropriate, who carry out the build and make sure that sites and products are ready for each service as they move in to SharePoint.<br><br>**Strategy and Governance**<br>Work continues to transform the councils new suite of IT & Security polices in to technical controls that will be managed and enforced by the system. This will create a "compliant by default" environment rather than placing the burden of compliance on officers.<br><br>Additional work has been undertaken to develop additional policies and governance for the use of the relevant M365 Apps that allow officers to create automated workflows. Once in place this will allow officers to undertake ground up service improvement in a safe and consistent manner. |
| CP26 5.02a Deliver a structured programme of community asset transfers aligned to the Council Plan |  |  | Neil Yates | 31-Mar-2027 | Why is the action red, amber or green?<br>The programme is progressing and remains on track as it moves from approval and due diligence into legal implementation.<br><br>What are you doing to maintain or improve the situation?<br>Wave 1 has been approved, legal due diligence completed and instructions issued to Legal, while Executive has approved 79 Wave 2 assets. Transfer documents have been drafted, although no legal completions have yet been recorded. Officers are continuing to liaise with Town and Parish Councils, provide additional asset information and support decisions on which transfers will proceed. Heads of terms and transfer documentation are being progressed with the relevant legal representatives so Wave 1 assets can move through agreement, execution and handover, while approved Wave 2 assets advance through the transfer process. |
| 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 |  |  | Jane McDonnell | 31-Mar-2027 | Why is the action red, amber or green?<br>The action remains green and is progressing on target. Workforce baseline data and the staff training programme are complete, while the equality audit and employee development activity continue towards March 2027. |

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| | | | | | What are you doing to maintain or improve the situation?<br>All workforce baseline data has been submitted and the annual LGR readiness training plan was completed on 6 October. The equality audit is moving forward with no significant equal-pay risks identified. Digital, change and resilience, leadership and professional development activity is under way, supported by use of the apprenticeship levy. |
| CP26 5.04a Communicate with our key partners where it is appropriate to keep them updated on progress with LGR. |  | 50% | Jane McDonnell | 31-Mar-2027 | Why is the action red, amber or green?<br>The action is progressing, but activity is currently affected by the pause in LGR. Key partners have been identified and communication arrangements are established, with further briefings to be reviewed when new direction is provided.<br><br>What are you doing to maintain or improve the situation?<br>Stakeholders have been identified and key partners are receiving appropriate messages, including through website updates. Planned briefings were paused following the 7 September LGR announcement and will be reviewed in Q3. Work continues with the Lancashire-wide programme, central PMO and Pendle teams so communications can resume in line with confirmed direction. |
| CP26 5.05a Communicate about LGR internally and externally |  | 65% | Sarah Astin-Wood | 31-Mar-2027 | **Why is the action red, amber or green?**<br>Action is progressing well and it is expected to be completed on time<br><br>**What are you doing to maintain or improve the situation?**<br>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 |  | 66% | Jane McDonnell | 30-Sep-2026 | Why is the action red, amber or green?<br>The action is 66% complete. Pendle is represented in the emerging LGR governance and the completed participation milestones are on track; however, member appointments to the Voluntary Joint Committee are delayed because of the pause in LGR.<br><br>What are you doing to maintain or improve the situation?<br>The Chief Executive is participating in the implementation board and sponsoring the Finance and Assets enabling workstreams. CLT, Heads of Service and Assistant Directors are represented across relevant workstreams. Member appointments will be progressed once the pause is lifted and the next steps for LGR are confirmed. |

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| | | | | | Member appointments to Voluntary Joint Committee for new Unitary Authority is yet to commence and has been delayed due to pause on LGR. |
| 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 |  | 70% | Jane McDonnell | 31-Dec-2026 | Why is the action red, amber or green?<br>The action remains green and is 70% complete. The PMO and required LGR data submissions are in place, while the joint collaboration approach and operating model will continue to be developed in line with revised LGR direction.<br><br>What are you doing to maintain or improve the situation?<br>The PMO is established and supporting delivery, with roles under review to ensure the Council has the right capacity. Tranches 1–3 data were completed, and PMO documents have been agreed with positive audit feedback. Work on the Pennine collaboration approach is paused pending clear guidance, while pan-Lancashire activity and engagement with senior officers continue.<br>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?**<br>This is an ongoing commitment to keep staff regularly updated throughout the LGR process.<br><br>**What are you doing to maintain or improve the situation?**<br>Briefings commenced in June 2025 and continue. Next briefing being delivered 3rd November 2026. |

| **Latest Note** |
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| Reviewed in Q2, 2026/27. The current and target risk scores have been reduced from 15 to 12 and 10 respectively.<br><br>On 7th September 2026, the Government announced a pause in the national programme of Local Government Reorganisation.<br><br>At the time of providing this update, the Government had not provided any indication of next steps (the programme remains paused). The Likelihood of LGR has, therefore, be reduced to 4: Likely and Impact: 3 (as was the case) reflecting the current position that whilst reorganisation remains likely to proceed, the overall implications and footprint remain uncertain and are expected to have a more moderate impact given the extended timeline. This will be reviewed once the Government announces the next steps. |

The target risk score has been set at 10, based on a likelihood score of 5 (Almost Certain) and an impact score of 2 (Minor), reflecting the expectation that whilst reorganisation will proceed, its impact on the Council will be minimised through ongoing planning and mitigation activity.

This risk has been categorised as Treat.

| SRR-16 Homelessness Services | |
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| **Risk Owner** | Sarah Whitwell – Head of Housing & Environmental Health |

**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**<br>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<br><br>**Communications failure**<br>. T***elephone / email communications*** - between staff and customers<br>. ***Offices unavailable*** – closure due to a number of factors related business continuity issues<br><br>**Housing supply and access to TA** | **Staffing unavailability**<br>Complete lack of service managed by skilled officers<br>increased homelessness, impacts on refugee welfare, potential increase costs and impacts on staff stress levels.<br><br>**Communications failure**<br>Lack of service to deal with enquiries, manage cases and discharge homelessness duties.<br><br>**Overall impact**<br>. Increased costs of usage of temporary accommodation<br>. Significant complaints | ***Staffing***<br>It would take a very rare event for all staff to be unavailable in normal circumstances for any period of time.<br>. A 'duty officer' rota is in place to ensure coverage at all times thus avoiding any long period of no officer available.<br>. An 'out of hours' service, external to the council, is available to deal with cases on an emergency basis.<br>Review and maintain current staff resource levels, |

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| insufficient private and social housing supply, insufficient access 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. | . Risk to customers of sleeping rough<br>. Reputational damage.<br>. Loss of grant funding<br>. Failure to deliver key activities.<br><br>**Housing supply and access to TA**<br>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.<br>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 | ***Communications Failure***<br>. IT service and policies in place to maximise availability of IT systems<br>. Corporate Business Continuity plans and procedures in place<br>. All staff have mobile phones to deal with customers if need be, which operate outside of IT systems.<br>. Staff have personal mobiles which, on a very rare occasion, they may choose to use but by blocking their personal number.<br><br>**Housing supply and access to TA**<br>Purchase of properties through Local Authority Housing Fund / CPO funding<br>Well managed allocation policy, and clear banding guidelines Online form to allow early access to support, including linking to help hub infrastructure.<br>Temporary Accommodation (TA) review looking at future housing options including buying more property which will offset longer term costs. (completed)<br>More strategic approach to future housing strategy and delivery, including being confidence to explore new and different options.<br>Cost of living demand monitored.<br>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 | | | | | |
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| CP26 4.03e Complete Delivery on LAHF3 (Local Authority Housing Fund) and the year 1 milestones for LAHF4 |  | 31% | Sarah Whitwell | 31-Mar-2027 | Why is the action red, amber or green?<br>Work is progressing well but minor delays have been experienced on the renovation of the Beddington St property due to unforeseen works being required. This has then impacted |

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| | | | | | on the purchase of the 2 LAHF4 properties.<br><br>What are you doing to maintain or improve the situation?<br>The first LAHF3 property at Eagle St has been fully renovated and the keys have been handed over to Housing Needs. Work continues to complete Beddington St as soon as possible.<br>CPO reports are being presented to Executive in October to progress the purchase of the LAHF4 properties.<br>This action is expected to be completed by the end of the financial year as planned. |
| SRR-16.03 The service will ensure that all legislative updates are fully incorporated into service delivery. |  | 100% | Sarah Whitwell | 31-Mar-2027 | All legislative updates fully incorporated into service delivery. |
| 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. |  | 50% | Sarah Whitwell | 31-Mar-2027 | We continue to remain aligned with LCC in refusing direct referrals from the Strategic Migration Partnership. |

**Latest Note**

Quarter 2, 2026/27 Review:
Current Risk Score has been reviewed and remains the same.

An additional CRF-funded member of staff is now in post, providing greater support to the team. Recruitment to a vacant post has also been completed.

Housing Needs continue to provide office cover Monday to Friday, ensuring the team are accessible when required.

There will also be a review of the rough sleeper navigator service, given the increasing costs of the Calico provided service. This will be completed and implemented in Q3.

A report is going to the Executive in October to seek approval to enter into a property leasing scheme with Together Housing Group for 8 properties, to be used by a mix of homeless families and vulnerable single people. This is to reduce the cost of temporary accommodation and to ensure we are compliant with the National Plan to End Homelessness.

This risk has been categorised as Treat.