

Strategic Risk Register, report created 10.11.23

NOTE: All risks have been reviewed between 13th October and 10th November 2023

Risk	Risk Description	Residual Risk Score (impact x likelihood)	Risk Category	Existing Control Measure	Existing Control Measure Description	Target Risk Level (impact x likelihood)	Action Plan Title	Action Plan Description	Action Plan Owners	Action Plan Type	Action Plan Due Date		
1	SR01 Central Government funding is insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability. Link to Plan 2030: Value for Money	4 (2x2)	Financial	Officer/Member Working Groups	Capital Assurance Group (CAG) and Financial Resilience Group (FRG)	2 (2x1)	Outcomes Based Resourcing	Review of existing budgets to identify areas for realignment/ refocusing or cessation to deliver efficiencies but ensuring that Services remain	Suzanne Lodge	In Progress	30/12/2024		
				Council Strategies	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy		Commercialisation	Development of other alternative service delivery vehicles to deliver efficiencies and/ or operational surpluses which can be reinvested into Council Services.	Mark Davies	In Progress	01/10/2023		
				Monthly income monitoring by applicable services	Monthly income monitoring by applicable services		Funding the Future Strategy	The Strategy contains 4 Pillars to achieve Financial Stability. 1) Investment to reduce costs; 2) Pursuing efficiencies with vigour; 3) Outcomes based resourcing; and 4) Commercialisation	Paul Thompson	In Progress	31/03/2024		
				Quarterly reporting	Formal quarterly reporting to Cabinet and Budget and Performance Panel		Business Plans for Investments	Develop business plans for investment particularly in relation to decarbonisation and renewable energy generation.	Paul Thompson	In Progress	31/03/2024		
							Fees and Charges Income Monitoring	Regular monitoring and forecasting by services of all fees and charges. To be undertaken by Heads of Service and Managers.	Paul Thompson	In Progress	31/03/2024		
2	SR02 The Council fails to meet the 2024/25 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects. Link to Plan 2030: Value for Money projects.	6 (3x2)	Financial	Budget and Performance Panel	Budget and Performance Panel	2 (2x1)	Outcomes Based Resourcing	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.	Suzanne Lodge	Implemented	31/12/2024		
				Reserves Policy	Reserves Policy								
				Project Managers	Project Managers - suitably skilled PMs assigned to lead strategic projects								
				Programme Managers	Programme Managers in place for specific programmes								
				Programme Delivery Board	Programme Delivery Board								
				Cabinet	Cabinet								
				Portfolio Holder	Portfolio Holder								
				Outcomes Based Resourcing for 23/24 financial year	Outcomes Based Resourcing for 23/24 financial year								
				Project Delivery Board	Project Delivery Board - Consisting of Leadership Team to monitor delivery via quarterly reports and provide support and challenge to each project as required.								
				Projects and Performance Manager	Established to provide a central co-ordination point for all the Council's projects and performance. Responsible for co-ordination and monitoring.								
				Delivering Our Priorities Quarterly Monitoring Reports	Delivering Our Priorities Quarterly Monitoring Reports - Monitoring report linking Projects, Performance and Resources presented to Cabinet and Budget & Performance Panel.								
				Quarterly Cabinet Meetings	Quarterly Cabinet Meetings - Project and Financial information present to Cabinet/ Portfolio providing an opportunity for review and discussion of performance. As part of the Funding the Future Strategy, the Outcomes Based Resourcing exercise is commencing July 2022 to identify revenue savings for 2023/24 and beyond.								
Outcomes Based Resourcing	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.												

3	SR03 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver	The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver effective services, projects and council priorities. Link to Plan 2030: Investing in Our Skills	6 (3x2)	Management	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk Annual Appraisal Process embedded Pay and Grading Structure - The new pay and grading structure and job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale. Recent experience suggests that this assisted in attracting applicants with the desired skills and values. Restructure Toolkit - In order to retain the most talented staff as we go through the OBR process, a restructure toolkit has been produced. A People Strategy is launched to ensure staff experience, development and management are aligned to support the success of the council's workforce.	6 (3x2)					
4	SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver capital projects.	Future capital investment is dependent on capital receipts from the sale and utilisation of council assets. Link to Plan 2030: Innovative Public Service	9 (3x3)	Financial Reputation Management Assets	Use of Council Assets	Capital Strategy Group Ongoing OBR workstream reviewing assets Compliance review and structure update being undertaken Performance monitoring of leases implemented Review of Property Group being undertaken to ensure fit for purpose Budget Monitoring	6 (3x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson	Proposed	29/03/2024
								Council Assets	Updated Asset Management Plan to be developed to incorporate property performance.	Paul Mackie Joanne Wilkinson Dan Wood	Proposed	31/10/2024
5	SR05 Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies	Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies.	6 (3x2)	Regulatory	Resourcing the emergency response function District emergency Business Continuity Plans National Emergency (such as a pandemic) Follow Government Direction Financial Planning Business Resilience Partnerships County wide emergency (such as widespread loss of power and extreme weather events)	The Council continues to adequately resource its emergency planning function, including maintaining its team of out of appropriately trained emergency response officers. Lancaster District Emergency Plan and LRF (Lancashire Resilience Forum) plans that cover site or incident specific risks, including for example: an incident at Heysham Power Station, or a flooding/weather event. Business Continuity Plans LRF plans. Financial Planning - Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic. Business Resilience - The Council continues to invest in resilience measures eg technology to facilitate remote working. Partnerships - The Council continues to allocate resource to developing its key partnerships LRF, CSP (Community Safety Partnership) and local resilience partners. The LERP (Lancashire Emergency Response Plan) and plans as required from box 2 and box 3 plans, held in resilience direct.	6 (3x2)	Financial Planning Community Resilience Adaptation Schemes	Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic. The Council supports community resilience through CEPGs and FLAG groups etc The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence)	Paul Thompson Alex Kinch Paul Blakeley Jonathan Noad	In Progress In Progress In Progress	31/03/2024 31/03/2024 31/03/2024

6	SR06 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030.	In January 2019 the Council declared a 'climate change emergency' and have now sought endorsement of an approach to reduce the Council's direct Co2 emissions to 'net zero' by 2030. Whilst an action plan is in place, costs associated with implementing the actions are considerable and are constantly under review. Link to Plan 2030: Carbon Zero	12 (4x3)	Environment	Delivery plan in place	Delivery plan in place	8 (4x2)	Delivery Plan	The Council continues to work on the delivery of its action plan. More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates	Mark Davies	In Progress	31/03/2024
					Peoples Jury	Peoples Jury - The Council considers the recommendations of the Peoples Jury and builds recs that can be delivered directly by the Council into its plans		Local area energy plan	Local area energy plan (LAEP) has proceeded through procurement (Energy Systems Catapult, June 2023). This document will provide a high-level, costed roadmap to net zero for the district. The LAEP is a 12-month project that will involve Member, stakeholder and public engagement.	Mark Cassidy	In Progress	30/06/2024
7	SR07 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes.	On the 29 January 2019, Full Council approved the Council's strategic priorities for the purpose of informing budget decisions for 2020-21 and future years.	6 (3x2)	Opportunities/ Outcomes	Carbon Zero +	More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates	4 (2x2)	Local Development Plan	Local Development Plan	Mark Davies Suzanne Lodge	In Progress	30/09/2024
					Medium Term Financial Strategy (MTFS)	MTFS - in place to set out how the council proposes to manage its financial resources in line with corporate priorities.						
					Programme Management	Programme Management - in place to ensure strategy is followed and monitored on a regular basis.						
					Corporate Plan / Plan 2030	Corporate Plan / Plan 2030 - Updated in December 2021 to lay out the councils vision.						
8	SR08 The Council fails to deliver its key projects due to the lack of capacity and resources.	The Council has a number of key projects (Canal Quarter, Eden Project Morecambe, OBR, My Mainway, Heysham Gateway, Frontierland etc) all of which have detailed strategies for implementation. In order to deliver these key projects it is essential they are properly prioritised and resourced. Link to Plan 2030: Innovative Public Services	6 (3x2)	Financial New Partnerships/ Projects/ Contracts	Local Plan	Local Plan	3 (3x1)	Local Plan	Local Plan	Mark Davies	In Progress	31/03/2024
					Medium Term Financial Strategy (MTFS)	Medium Term Financial Strategy (MTFS)		Funding the Future	Funding the Future Strategy	Mark Davies	In Progress	31/03/2024
					Investment Strategy	Investment Strategy		Reserves	Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies.	Mark Davies Paul Thompson	In Progress	31/03/2024
					Capital Programme	Capital Programme		Capital Programme	Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding.	Mark Davies Paul Thompson	In Progress	31/03/2024
					The Council continues to resource key service teams in Planning, economic development, regeneration, property investment	The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management.		Staffing Capacity Issues	HRBPs working with services where there are staffing capacity issues to find solutions, e.g. succession planning where there are hard to fill roles, more creative online campaigns for recruitment; service reviews to be undertaken as part of OBR. Wider People Strategy to support services to attract and retain staff.	Alex Kinch	In Progress	31/01/2024
					Collaborative Working	We work in collaboration with other stakeholders. For example, on the Eden Project we are working closely with the County Council.						
					Partnership Working	Many of our projects involve working in collaboration with other partners. For example, working with the County Council for the Eden Project Morecambe.						
10	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Link to Plan 2030: Value for money	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities.	6 (3x2)	Regulatory	Continued monitoring and horizon scanning of Government policy	Continued monitoring and horizon scanning of Government policy	6 (3x2)					
					Clear and focused Council strategy to maximise alignment with Government policy and resourcing	Clear and focused Council strategy to maximise alignment with Government policy and resourcing						
					Strategic Plans	Strategic Plans - Continue to develop Council strategic plans and documentation in light of emerging Government policy						
11	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities.	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities. This risk is outside of the control of the Council. It can not be fully mitigated against but should still be recorded on the strategic risk register.	9 (3x3)	Financial	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues	9 (3x3)					
					Strategic responsiveness through continued risk management review	Strategic responsiveness through continued risk management review						
					Agility and Resilience	Agility and Resilience - Continue to develop agility and resilience across the organisation						
					Strategic risk management approach	Strategic risk management approach						

12	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation.	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation.	6 (3x2)	Financial	Budget Development	Comprehensive, robust and transparent approach to budget development and service delivery.	4 (2x2)	OBR	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.	Suzanne Lodge	In Progress	31/12/2024
13	SR13 The Council's reputation is damaged through its own actions or actions of others in the District	SR13 The Council's reputation is damaged through its own actions or actions of others in the District. Link to Plan 2030: Community Engagement	3 (3x1)	Reputation	Communications	Pro-active communications and transparency	3 (3x1)					
					Strategic Management of Activities	Strategic management of all Council activities to ensure continued high reputation						
					Delivery of Services	Delivery of Services - Continue to manage and deliver services in a way that supports the authority's reputation as a Co-operative, Kind and Responsible Council.						
					Strategic communication	Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation						
14	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services.	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services. Link to Plan 2030: Value for money	6 (3x2)	Financial	Budget and Performance Panel	Budget and Performance Panel	6 (3x2)	Move to sustainable solutions	Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures	Mark Davies Paul Thompson	In Progress	31/12/2024
					Reserves Policy	Reserves Policy						
					Continue financial forecasting	Continue financial forecasting and scenario planning e.g. for energy costs						
15	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district.	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district. Link to Plan 2030: Innovative Public Services, Value for money	4 (2x2)	Assets	Asset Management Plan	Asset Management Plan	2 (1x2)	Asset Management Plan	Conduct a major review of Council infrastructure and assets, taking a future focused approach to asset management.	Mark Davies	In Progress	27/09/2024
					Continuous review of assets and infrastructure	Continuous review of assets and infrastructure						
16	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of local residents and businesses.	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of local residents and businesses. Link to Plan 2030: Enabling	6 (2x3)	Customers/ Citizens	Corporate Plan	Corporate Plan	3 (1x3)					
					Policy Framework	Policy Framework						
					Continuous review of strategy and policy	Continuous review of strategy and policy, and alignment with service delivery.						
					LGA Workshop with Members	These took place in September 2023.						
17	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities.	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities.	6 (2x3)	Reputation Management	Corporate Governance	Corporate Governance	6 (2x3)	Training and development	Training and development to ensure staff and members are equipped to follow governance requirements	Luke Gorst	In Progress	31/03/2024
					Continuous review of governance processes	Continuous review of governance processes to ensure they are fit for purpose						
					Annual Governance Statement and Code of Corporate Governance	The Accounts and Audit Regulations (2015), as amended by the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020, require the Council to conduct a review, at least once a year, on the effectiveness of its system of internal control and include an Annual Governance Statement reporting on the review with the Statement of Accounts. The Council has recently reviewed and adopted an amended Code of Corporate Governance (dated April 2022). The Preparation and publication of this Annual Governance Statement is in accordance with the principles set out in the CIPFA/SOLACE Framework Delivering Good Governance in Local Government (2016) (The Framework).						
18	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area.	4 (2x2)	Assets New Partnerships /Projects/ Contracts	Programme Management	Programme Management	2 (1x2)	Development of a Canal Quarter Masterplan	Development of a Canal Quarter Masterplan that sets out a route to successful regeneration of the area in line with local needs and the Council's priorities	Jonathan Noad	In Progress	31/03/2024

19	SR20 Non compliance with Building Safety Executive for LCC owned high-rise buildings	LCC has three high rise buildings which now fall under the Building Safety Act 2022, and require registration with the Building Safety Executive (BSE). There are numerous risks around non-compliance, due to the buildings not meeting specified standards. These risks are:- 1. Failure to register with BSE for 3 x blocks by 1st October 2023. 2. Submit safety case files for each block by 1st October 2023. 3. Establish Tenants Voice by 1st October 2023. 4. Undertake the legal obligations of the Act, including fire door audits, cladding survey, premises information box, signage 5. Risk of financial penalty for non-compliance with the Building Safety Act 2022.	6 (3x2)	Economic Financial Reputation Assets Customers/ Citizens Regulatory	Registration with BSE for high rise blocks	Asset and Compliance Team in RMS working through registration documents	2 (2x1)	Registration with BSE for high risk blocks	Submit safety case files - Template obtained from Penningtons, currently under review in terms of records and resources (physical and financial)	Dennis Graham Paul Mackie Joanne Wilkinson	In Progress	01/04/2024
					Registration with BSE for high rise blocks	Pennington Choices have been employed and providing guidance on registration process						
					Registration with BSE for high rise blocks	Further testing of fire doors being undertaken to seek certification						
					Registration with BSE for high rise blocks	Fortnightly senior housing management meetings updating on risks and plans around building safety review.						
					Registration with BSE for high rise blocks	Fire safety works being completed.						
					Registration with BSE for high rise blocks	Fire door audits being undertaken						
					Registration with BSE for high rise blocks	Monthly Compliance Steering Group comprising staff from across the Housing Service meet to discuss issues and tasks that are needed.						
Registration with BSE for high rise blocks	Establish Tenants Voice group established											
20	SR21 Non compliance with Regulator of Social Housing Standards	The Social Housing White Paper and subsequent amendments have highlighted a significant shift in requirements for social housing providers. This will be the biggest shift in a generation, with changes to standards and expectations. Failure to keep up with changes could result in unlimited fines / DLUHC, Regulator or Ombudsman intervention / bad publicity.	6 (3x2)	Economic Financial Reputation Management Assets Customers/ Citizens Regulatory	Social Housing Regulation	Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning	2 (2x1)	Social Housing Regulation	Training for new members to be delivered so members are clear on regulation expectations.	Joanne Wilkinson	Proposed	24/11/2023
					Social Housing Regulation	Action planning within the service occurs in preparation for changes						
					Social Housing Regulation	Quarterly reports available for portfolio holder outlining changes in the previous quarter produced.						
					Social Housing Regulation	Service Improvement Plan well established						
					Social Housing Regulation	Annual self assessment undertaken against current standards						
					Social Housing Regulation	Member advisory group for continued / wider input into the housing service established.						
22	SR23 Corporate Health and Safety	The Council fails to effectively manage, prioritise and embed a proactive Health and Safety culture, leading to avoidable health and safety risks being taken.	9 (3x3)	Regulatory	Health and Safety Checklist for New Starters	Health and Safety Checklist for New Starters	4 (2x2)	Procurement of Health and Safety Consultants	H&S consultants being procured to assess as is and implement changes to address shortfalls and support create of culture of collective ownership of Health and Safety.	Alex Kinch	Proposed	29/02/2024
					Intranet guidance	Intranet guidance						
					Health and Safety Policy	Health and Safety Policy						
					Risk assessments	Risk assessments						
					H&S Training Courses	H&S Training Courses						
					DSE assessments	DSE assessments						
					H&S Committee established	Health and Safety Committee set up. First meeting took place in October 2023, the next meeting is due in December 2023.						
23	SR24 ICT Data Centre	Data Centre is dated and improvements needed to satisfy future demand.	6 (3x2)	Assets	Air conditioning in place to keep the data centre at optimal temperature	2 (2x1)	Full Fibre Project		Nick Goulden	Proposed	28/06/2024	
					Back up Date Centre at SALC							
					Regular fire safety servicing carried out							
					Water ingress alerts							To alert all ICT senior managers to any water detected in data centre

24	SR25 LCC Property Portfolio (non housing) does not meet its Health and Safety compliance obligations	The Council fails to effectively manage Property portfolio health and safety / compliance and meet statutory requirements. Risk is not managed and steps are not taken to protect workers and others from harm. A structure is not in place to ensure that compliance is prioritised and a proactive culture does not exist.	9 (3x3)	Financial Reputation Management Assets Opportunities/ Outcomes Regulatory	Property Group compliance	Review of asset compliance being undertaken.	1 (1x1)	Property Group Compliance	Implement Action plan based on findings from Property Group review.	Paul Mackie Joanne Wilkinson	Proposed	29/12/2023
					Property Group compliance	Review of Property Group and report shared with SLT including updated position statement on compliance						
					Property Group Compliance	Regular reports to be shared with SLT highlighting current position.						
					Property Group Compliance	Dedicated Team established - combining expertise from Council Housing Compliance Team to monitor and address compliance within the service.		Property Group Compliance	Pilot Stock Condition Surveys within property group portfolio to monitor and understand works required.	Paul Mackie Joanne Wilkinson	Proposed	26/01/2024
					Property Group Compliance	Team employs sector expert to support overall approach to health and safety and compliance.						
					Property Group compliance	Review structure of Property Group ensuring team members have the right skill set and workflows are set up correctly.						
					Property Group compliance	Establish accurate data recording and position statement through individual workbooks for assets.						
25	SR26 - Increasing costs of temporary accommodation for the homeless	In 23-24 we are forecasting the Council will be required to contribute an additional £500k towards the cost of B+B accommodation for homeless residents. Increase in costs is linked to increasing homelessness, reduced subsidy recovery from HB and reduced grant availability. Costs of accommodation also increasing and increase in larger families needing to be accommodated for longer. The subsidy can be met from within budgets this year, however this will need to be	8 (2x4)	Financial	Increasing homeless temporary accommodation costs	Budget reviews ongoing with service accountant.	3 (1x3)	Increasing homeless temporary accommodation costs	Bed and breakfast plan to be developed for DLUHC.	Sharon Parkinson Joanne Wilkinson	Proposed	28/12/2023
								Increasing homeless temporary accommodation costs	Housing Taskforce to be developed	Joanne Wilkinson	Proposed	28/12/2023
								Increasing homeless temporary accommodation costs	Letter to registered provider chief execs to be sent reminding of responsibility around consumer regulation and responsibilities to supporting local authorities around	Joanne Wilkinson	Proposed	15/12/2023
26	SR27 - Waste Strategy	Increased revenue cost burden to the authority and failure to deliver in line with milestones set out by government (31st March 2026).		Financial Reputation Management Assets Environment								