Strategic Risk Register - Risk Map 19.07.24

Impact	Unlikely (1)	Possible (2)	Likely (3)	Very Likely (4)
Very High (4)		6 21		
High (3)	12 13	2 3 5 7 8 10 14 19 20 23	4 11	
Medium (2)		1 15 18	16 17 24 25	
Low (1)				

Likelihood
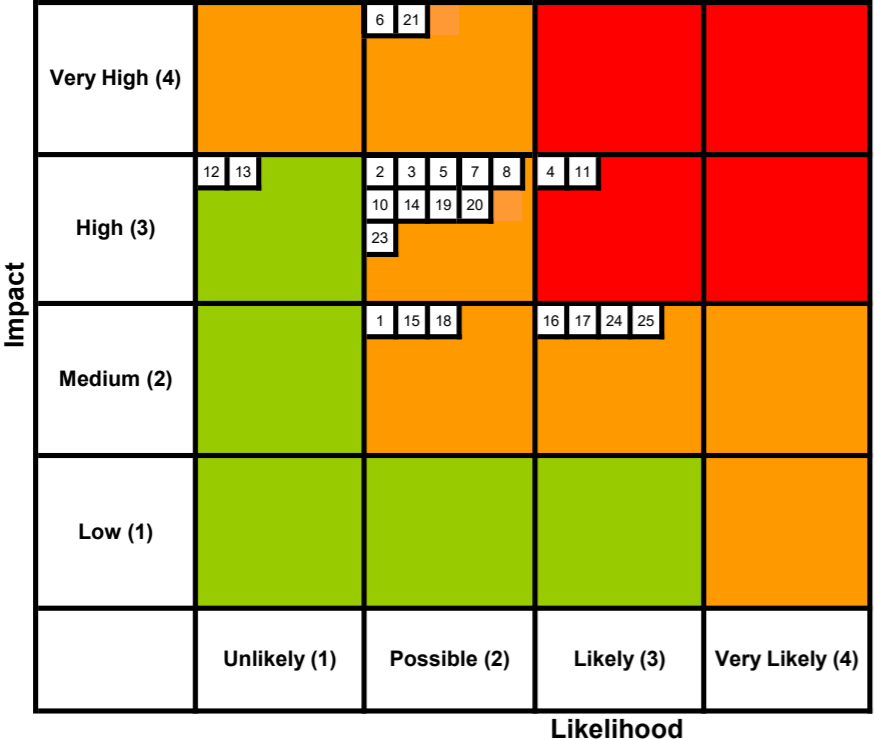
NOTE 1: All risks have been reviewed in the run up to 19th July 2024.

NOTE 2: Only risks which are unrestricted are shown.

NOTE 3: The numbers shown on the risk map relate to those on the next page in the first column, not the Strategic Risk (SR) numbers.

Strategic Risk Register, report created 19.07.24   Red text used to highlight changes since previous report

Risk No.	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 Due Date	Review Date	Review Comment
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.	Central Government funding and/or revenues collected are insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability. Link to Council Plan 24-27: 4.1 Value for Money	4 (2x2)	Financial	Officer/Member Working Groups	Capital Assurance Group (CAG) and Financial Resilience Group (FRG)	2 (2x1)	Outcomes Based Resourcing / Fit for the Future	Review of existing budgets to identify areas for realignment/ refocusing or cessation to deliver efficiencies but ensuring that Services remain aligned with the Councils Priorities.	Mark Davies	30/12/2024	15/07/2024	Actions changed to be control measures and dates and titles reviewed. In conjunction with Paul Thompson.
					Council Strategies	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy		Fit for the Future Strategy	The Strategy contains a number of principles to achieve Financial Stability.	Mark Davies Alex Kinch	31/12/2024		
					Monthly income monitoring by applicable services	Monthly income monitoring by applicable services							
					Quarterly reporting	Formal quarterly reporting to Cabinet and Budget and Performance Panel							
					Commercialisation	Development of other alternative service delivery vehicles to deliver efficiencies and/ or operational surpluses which can be reinvested into Council Services.							
					Business Plans for Investments	Develop business plans for investment particularly in relation to decarbonisation and renewable energy generation.							
					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.							
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.	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 Council Plan 24-27: 4.1 Value for Money	6 (3x2)	Financial	Budget and Performance Panel	Budget and Performance Panel	2 (2x1)	Outcomes Based Resourcing / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas. NOTE: This is also listed as a control measure as the programme is phased so has already delivered some savings with further outcomes and savings to follow.	Mark Davies	31/12/2024	15/07/2024	Updates made in conjunction with Mark Davies
					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 / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.

#	Risk	Description	Score	Category	Control	Control Detail	Target Score	Action Owner	Action	Action Detail	Responsible	Action Date	Review Date	Update
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 Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	People	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	6 (3x2)						12/07/2024	Risk reviewed on behalf of Alex Kinch. Confirmed no changes since last risk review.
					Annual Appraisal Process	Annual Appraisal Process embedded								
					Pay and Grading Structure	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.								
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 Council Plan 24-27: 4.5 Innovative Public Service	9 (3x3)	Property Financial	Use of Council Assets	Capital Strategy Group	6 (3x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson	27/09/2024	10/07/2024	Limited change - Stock condition surveys are well underway and due to be completed within the next month. Gateway report briefing shared with Cabinet - agreed decision on roof to come forward promptly followed by wider decision on the building later. Disposal of assets being considered on a case by case basis when reasonable offers are being made. The Asset OBR group is meeting regularly. An Officer led energy group has been established which reports into the Assets group. Commercial Property Manager recruited to - with an expected start date of Sept 24.
					Use of Council Assets	Ongoing OBR workstream reviewing assets		Council Assets	Updated Asset Management Plan to be developed to incorporate property performance.	Paul Mackie Joanne Wilkinson Dan Wood	31/10/2024		
					Use of Council Assets	Performance monitoring of leases implemented							
					Use of Council Assets	Budget Monitoring							
					Use of Council assets	Implemented active asset management inc. financial modelling for stock rationalisation.							
					Use of Council assets	Appointed Eckersleys to support the council in asset disposal.		Council Assets	Climate Strategy for Housing and Property to be developed	Paul Mackie Joanne Wilkinson	06/09/2024		
					Use of Council Assets	Stock Condition Surveys for property group underway.							

#	Risk	Description	Score	Category	Control Area	Control / Mitigation	Target Score	Action Area	Action	Owner	Date	Review	Update
					Use of Council Assets	Asset Management Strategy in place,							
					Use of Council Assets	Officer energy fit for the future group established - reporting into main Assets group							
								Council Assets	Recruit to Commercial Property Manager	Paul Mackie Joanne Wilkinson	06/09/2024		
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)	Financial	Resourcing the emergency response function	The Council continues to adequately resource its emergency planning function, including maintaining its team of out of appropriately trained emergency response officers.	6 (3x2)	Community Resilience	The Council supports community resilience through CEPGs and FLAG groups etc. The local CEPG own and update their own plans in liaison with the Resilience Officer	Alex Kinch	31/03/2025	16/07/2024	Updated the Action plan for CEPG
					District emergency	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.		Adaptation Schemes	The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence). This will be undertaken through the emerging Our Future Coast programme.	Paul Blakeley Jonathan Noad	31/03/2025		
					Business Continuity Plans	Business Continuity Plans							
					National Emergency (such as a pandemic)	LRF plans.							
					Financial Planning	Financial Planning - Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.							
					Business Resilience	Business Resilience - The Council continues to invest in resilience measures eg technology to facilitate remote working.							
					Partnerships	Partnerships - The Council continues to allocate resource to developing its key partnerships LRF, CSP (Community Safety Partnership) and local resilience partners.							

#	Risk	Description	Score	Category	Control	Control detail	Score	Action	Action detail	Owner	Date		Update
					County wide emergency (such as widespread loss of power and extreme weather events)	The LERP (Lancashire Emergency Response Plan) and plans as required from box 2 and box 3 plans, held in resilience direct.							
					Financial Planning	Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.							
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 Council Plan 24-27: 1.1 Carbon Zero	8 (4x2)	People Financial	Delivery plan in place	Delivery plan in place	8 (4x2)	(i) Local Area Energy Plan and (ii) Council Action Plan (now Climate and Nature Strategy)	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	31/08/2024	25/06/2024	The Council continues to make good progress across a number of climate workstreams, including: (i) The final stages of the Local Area Energy Plan (ii) The emergence of a new Climate and Nature Strategy (iii) Preparation work will shortly commence to implement the latest successful Salix-funded decarbonisation programme for 3 further council buildings (iv) The Council's proposed solar PV scheme at Burrow Beck is nearing a Cabinet (and Planning Committee) decision.
					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) will outturn this summer, setting out the most cost-effective pathways for the district to achieve net zero. Separate to this, UKSPF funding has been secured to commence a Climate and Nature Strategy (CaNS). This document will bring together all existing and proposed climate-related workstreams and set them out in the form of an action plan.	Mark Cassidy	30/12/2024		
					Development of the Local Area Energy Plan and the emergence of the Climate and Nature Strategy	Local Area Energy Plan (LAEP) will shortly be completed and will set out the district's most cost-effective pathways to net zero. Climate and Nature Strategy (CaNS) is an emerging workstream funded by a recent UKSPF award and will be the Council's Climate Action Plan, bringing together all climate and biodiversity workstreams under one document with realistic ambitions that align with the Council Plan.							

No	Risk	Context	Score	Category	Control	Control Detail	Target	Action	Action Detail	Owner	Date	Review Date	Comment
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. Link to Council Plan 24-27: Whole document.	6 (3x2)	Strategy	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	30/09/2024	19/07/2024	Risk reviewed and no changes made
					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 Council Plan 24-27: 4.5 Innovative Public Services	6 (3x2)	People Financial	Local Plan	Local Plan	3 (3x1)	Local Plan	Local Plan, due to be adopted in Jan 27	Mark Cassidy Mark Davies	01/01/2027	15/07/2024	Updates made on consultation with Mark D and Mark C.
					Medium Term Financial Strategy (MTFS)	Medium Term Financial Strategy (MTFS)							
					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	31/03/2025		
					Capital Programme	Capital Programme							
					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.							

No	Risk	Risk Description	Score	Category	Control	Control Description	Score	Action	Owner	Date	Review Date	Review Comment
								People Plan	3-Year People Plan in place and being delivered, which includes emphasis on upskilling and staff development, as well as initiative to support recruitment and retention.	Alex Kinch	31/03/2026	
					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.						
					Capital Programme	Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding.						
					Funding the Future Strategy	Funding the Future Strategy						
10	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities.	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Link to Council Plan 24-27: 4.1 Value for money	6 (3x2)	Strategy	Continued monitoring and horizon scanning of Government policy	Continued monitoring and horizon scanning of Government policy	6 (3x2)				15/07/2024	Reviewed with Mark D, this remains as-is.
					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						

#	Risk	Risk Description	Score		Control Theme	Control	Target		Action	Action Description	Owner	Target Date	Review Date	Review Comments
					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) | Strategy 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) | | | | | | 15/07/2024 | Reviewed in conjunction with Mark D. This risk remains as-is. |
					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.

Link to Council Plan 24-27: 4.5 Innovative Public Service | 3 (3x1) | Strategy Financial | Budget Development | Comprehensive, robust and transparent approach to budget development and service delivery. | 3 (3x1) | OBR / Fit for the Future | Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas. | Mark Davies | 31/12/2024 | 15/07/2024 | Reviewed in conjunction with Mark D. The residual risk score and target risks scores have been adjusted. |
| 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 Council Plan 24-27: 3.4 Community Engagement | 3 (3x1) | Strategy People | Communications | Pro-active communications and transparency | 3 (3x1) | | | | | 19/07/2024 | Risk reviewed and no changes made. |
| | | | | | 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 Council Plan 24-27: 4.1 Value for money	6 (3x2)	Operations 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	31/12/2024	11/07/2024	The s151 Officer is required to review its minimum level of unallocated reserves annually. Over recent years this has been increased to £5M based on a number of scenario's and is deemed to be appropriate to enable the Council to operate a level of service in the short term whilst alternative funding or other corrective action undertaken
					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 Council Plan 24-27: 4.5 Innovative Public Services; 4.1 Value for money	4 (2x2)	Strategy	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	27/09/2024	12/07/2024	Risk reviewed on behalf of Jonathan Noad. Confirmed no changes since last risk review.
					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 Council Plan 24-27: 4.5 Innovative Public Services	6 (2x3)	Strategy	Corporate Plan	Corporate Plan	3 (1x3)		12/07/2024	Risk reviewed on behalf of Alex Kinch. Confirmed no changes since last risk review.
					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. Link to Council Plan 24-27: 4.6 Openness	6 (2x3)	Legal	Corporate Governance	Corporate Governance	6 (2x3)		15/07/2024	One action transferred to be a control measure at the request of Luke Gorst, action owner.
					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).				
					Training and development	Ongoing training and development to ensure staff and members are equipped to follow governance requirements.				

18	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area.	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area. Link to Council Plan 24-27: 2.4 Investment and Regeneration	4 (2x2)	Project / Programme	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. This now needs to be updated to preparing a business case for investment options to deliver adopted masterplan.	Jonathan Noad	31/03/2025	12/07/2024	Action plan updated on behalf of Jonathan Noad. The Canal Quarter Masterplan was adopted in Summer 2023. Focus now shifts to delivery but this is limited by wider Council financial pressures and availability for grant funding to deliver.
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. Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (3x2)	Property Financial	Registration with BSE for high rise blocks	Fortnightly senior housing management meetings updating on risks and plans around building safety review.	2 (2x1)	Registration with BSE for high rise blocks	Tenant engagement strategy for building safety to be approved.	Pete Linsley Paul Mackie Joanne Wilkinson	23/08/2024	10/07/2024	Limited change - safety case files not yet called in. Engagement startegy for high rise blocks drafted - to be approved via ICMD in coming weeks.
					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	Tenants Voice group established							
					Registration with BSE for high rise blocks	Registration of blocks with BSE complete							
					Registration with BSE for high rise blocks	On-going and regular campaigns on fire safety undertaken with residents.							

						Registration with BSE for high rise blocks	Cabinet (Feb 24) approved decommissioning Bridge House - Housing team now progressing decision.								
						Registration with BSE of high rise blocks	Building Saftey Case files prepared ready for call in.								
20	SR21 Non compliance with Regulator of Social Housing Standards	The Social Housing White Paper and subsequent amendments through to the introduction of the Social Housing Regulation Act 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. However clearly the Regulator has laid out that it is unlikely that Councils will meet the required new standards fully and expect to work with landlords to improve performance against new requirements. Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (3x2)	Property Financial	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	Self-assess against new regulatory standards which have been released and action plan.	Pete Linsley Joanne Wilkinson	26/07/2024	10/07/2024	Limited change. Currently finalising self-assessment and action planning against new standards - these will be presented at the next CHAG meeting. First inspections have been announced with providers receiving C3 gradings.
					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.							
					Social Housing Regulation	Various external audits utilised e.g. TPAS, Resolve, Pennington Choices							
					Social Housing Regulation	Breaches Policy in place							
22	SR24 ICT Data Centre	Data Centre is dated and improvements needed to satisfy future demand. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	Technology	Air conditioning in place to keep the data centre at optimal temperature		2 (2x1)	Data Centre	In progress, due for completion by December 24	Nick Goulden Paul Thompson	31/12/2024	16/07/2024	Dates updated on risk action.

						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						
23	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. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	Property Financial	Property Group Compliance	Regular reports shared with SLT highlighting current position.	1 (1x1)	Property Group compliance	New Asset Management Strategy to be developed	Paul Mackie Joanne Wilkinson Dan Wood	31/10/2024	10/07/2024	No significant change. Positive progress being seen in condition surveys being completed, expected to be finalised within the next month. Team are able to report on compliance position and positive progress being seen in terms of compliance figures with an upward trend. Only Electrical and fire checks remaining non-compliant - with further work ongoing in these areas.
					Property Group Compliance	Dedicated Team established - combining expertise from Council Housing Compliance Team to monitor and address compliance within the service.							
					Property Group Compliance	Team employs sector expert to support overall approach to health and safety and compliance.							
					Property Group compliance	Established accurate data recording and position statement through individual workbooks for assets.							
					Property Group Compliance	Full Stock Condition Survey authorised and being completed.							
					Property Group compliance	Budget secured within General Fund for compliance / asset management work.							
					Property Group compliance	OBR - Assets group established							

No	Risk	Description	Risk Score	Category	Risk	Controls	Target Score	Risk	Actions	Owner	Date	Review Date	Commentary
24	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. This is expected to continue into 24-25. 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 (23-24), however this will need to be factored into future budgets moving forward. Funding temporary accommodation for those who need it is a stat requirement.

Link to Council Plan 24-27: 3.1 Access to Quality Housing | 6 (2x3) | Financial | Increasing homeless temporary accommodation costs | Budget reviews ongoing with service accountant. | 2 (1x2) | 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 homelessness. | Joanne Wilkinson | 27/09/2024 | 10/07/2024 | Limited change since last review. Costs of B+B continue to be monitored however process requires further work. Housing Taskforce meeting regularly to review options about how the private rented sector can support reduction of B+B provision. Reviewing options for leasing properties from private landlords. |
					Increasing homeless temporary accommodation costs	Some access to grant funding to off-set costs (although limited and unpredictable).		Increasing homeless temporary accommodation costs	To work with finance to develop weekly spend sheets monitoring spend on accommodation	Sharon Parkinson	02/08/2024		
								Increasing homeless temporary accommodation costs	To review costs of accommodation with each provider to ensure reaching VFM	Sharon Parkinson	30/08/2024		
					Increasing homeless temporary accommodation costs	Bed and breakfast plan developed for DLUHC		Increasing homeless temporary accommodation costs	Exploring leasing arrangements with private landlords to seek to reduce bed and breakfast costs	Sharon Parkinson Joanne Wilkinson	27/09/2024		
					Increasing homeless temporary accommodation costs	Regular case work management in team of cases in bed and breakfast							
					Increasing homeless temporary accommodation costs	All B+B placements passed by manager for approval		Increasing homeless temporary accommodation costs	Conversion of former CAB building on King Street to 4 x units of temporary accommodation.	Sharon Parkinson Joanne Wilkinson	28/03/2025		
					Increasing homeless temporary accommodation costs	New Homelessness Strategy approved by Cabinet Oct 2023							
					Increasing homeless temporary accommodation costs	Housing Taskforce established - clear focus on how the private rented sector can support reduction in B+B usage.							
					Increasing homeless temporary accommodation costs	Cabinet briefing provided on homeless service and bed and breakfast costs							

| 25 | 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).

Link to Council Plan 24-27: 1.5 Reduced Waste | 6 (2x3) | Strategy Financial | | 15/07/2024 | There has been little or no update from central government in regards to this risk. We await new information in relation to the revenue burden funds following the general election |