LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

Committee: **CABINET**

Date: **TUESDAY, 15 APRIL 2025**

Venue: **MORECAMBE TOWN HALL**

Time: **6.00 P.M.**

Lancaster City Council welcomes members of the public to attend meetings. However, space in the public gallery is limited to 30 seats due to Fire Regulations. The seats are allocated on a first come, first served basis and no standing is permitted. Meetings are livestreamed please click HERE to access the meeting using Teams.

A G E N D A

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on Tuesday, 11 February 2025 (previously circulated).

3. **Items of Urgent Business Authorised by the Leader**

To consider any such items authorised by the Leader and to consider where in the agenda the item(s) are to be considered.

4. **Declarations of Interest**

To receive declarations by Councillors of interests in respect of items on this Agenda.

Councillors are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Councillors should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Councillors are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

5. **Public Speaking**

To consider any such requests received in accordance with the approved procedure.

6. **Reports from Overview and Scrutiny**

None.

Reports

7. **Corporate Enforcement Policy** (Pages 4 - 22)

(Cabinet Member with Special Responsibility Councillor Maddocks)

Report of Chief Officer Environment & Place

8. **Publication of an updated Local Plan Preparation Timetable** (Pages 23 - 35)

(Cabinet Member with Special Responsibility Councillor Tyldesley)

Report of Chief Officer – Planning & Climate Change

9. **Projects and Performance: Q3 2024-25** (Pages 36 - 46)

(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Report of Chief Executive

10. **Strategic Risk Register Management** (Pages 47 - 64)

(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Report of Chief Executive

This report contains an exempt appendix, and the press and public will be excluded from the meeting if Cabinet are minded to refer to the information within the exempt appendix.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Caroline Jackson (Chair), Peter Jackson, Martin Bottoms, Gina Dowding, Tim Hamilton-Cox, Paul Hart, Sally Maddocks, Sue Tyldesley and Nick Wilkinson

(ii) Queries regarding this Agenda

Please contact Liz Bateson, Democratic Support - email ebateson@lancaster.gov.uk.

(iii) Changes to Membership, substitutions or apologies

Please contact Democratic Support, telephone 582000, or alternatively email democracy@lancaster.gov.uk.

MARK DAVIES,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER, LA1 1PJ

Published on MONDAY 7 APRIL, 2025.

CABINET

Corporate Enforcement Policy
15th April 2025

Report of William Griffith – Chief Officer, Environment and Place

PURPOSE OF REPORT					
To review and approve a revised Corporate Enforcement Policy in order to take account of updated guidance, codes of practice and new regulatory sanctions which have been introduced since the Council's Enforcement Policy was last reviewed in 2013.					
Key Decision		**Non-Key Decision**	**X**	**Referral from Cabinet Member**	
Date of notice of forthcoming key decision	"[Click here and type date published]"				
This report is public					

RECOMMENDATIONS OF Cabinet Member for Enforcement

(1) Note the report.

(2) Approve and adopt the updated Enforcement Policy.

1.0 Introduction

1.1 The Council carries out a wide range of regulatory roles in meeting its many statutory duties of protecting the public, individuals and the environment. This policy aims to ensure the Council is transparent in our approach to regulatory activities.

1.2 The Council previously adopted the Enforcement Concordat and established an enforcement policy to set out what businesses and others being regulated can expect from enforcement officers employed by the Authority. Since then, additional guidance, codes of practice and new regulatory sanctions have been introduced and it is therefore appropriate to update the Enforcement Policy to reflect these changes and avoid challenge.

2.0 Background

2.1 The Enforcement Policy is reviewed from time to time to ensure that the Council lays out its generic principles for good enforcement.

2.2 It commits the Council to good enforcement policies and procedures including

carrying out our activities in a robust but fair way that supports those who we regulate to comply and grow, avoiding imposing unnecessary regulatory burdens and assessing whether lesser outcomes could be achieved by lesser means. It provides guidance on a range of options that are available to help the public achieve compliance with the legislation we enforce and how powers may be used to regulate and raise standards in various sectors.

2.3 The draft Corporate Regulation & Enforcement Policy can be found at Appendix 1.

3.0 Details of Consultation

3.1 The draft policy has been reviewed by colleagues in Legal with support from Public Protection.

3.2 Departments that have enforcement responsibility have been consulted on the draft policy including Public Protection, Housing and Planning

3.3 The draft policy was presented to Overview and Scrutiny Committee on 5th February 2025.

3.4 The draft policy was presented at cabinet briefing on 1st April 2025

4.0 Options and Options Analysis (including risk assessment)

	Option 1: Approve the proposed Policy	**Option 2:** Do not approve the proposed policy
Advantages	The Council will have an up to date policy.	None identified.
Disadvantages	None identified	The Council's existing policy will remain out of date.
Risks	None identified	The Council would be open to challenge when undertaking enforcement.

5.0 Officer Preferred Option (and comments)

5.1 Option 1 – Approve the proposed policy

6.0 Conclusion

6.1 Once this policy has been adopted, Council services will be able to start developing and/or amending their own specific policies for enforcement in their areas which reflect the principles set out in this overarching policy.

RELATIONSHIP TO POLICY FRAMEWORK

The enforcement policy helps the Council achieve its broader strategic goals relating to areas such as sustainable development, community safety and environmental protection. By setting out how we address breaches of regulations we will create a fair and equitable environment for residents and businesses.

CONCLUSION OF IMPACT ASSESSMENT
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)

Having a robust Enforcement policy in place will help ensure that people are treated fairly and equally.

The policy has regard to the Human Rights Act.

LEGAL IMPLICATIONS

The Council should have a policy in place which provides guidance on how it carries out its enforcement responsibilities. In relation to prosecutions, the Council is required to follow the provisions of the Code for Crown Prosecutors, which have been incorporated into the Corporate Enforcement Policy.

FINANCIAL IMPLICATIONS

There are no direct financial implications as a result of this report.

OTHER RESOURCE IMPLICATIONS

Human Resources:

n/a

Information Services:

n/a

Property:

n/a

Open Spaces:

n/a

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no further comments to add.

MONITORING OFFICER'S COMMENTS	
The Monitoring Officer has been consulted and has no further comments to add.	
BACKGROUND PAPERS	**Contact Officer:** Lee Wojarski **Telephone: 01524 582018** **E-mail:** lwojarski@lancaster.gov.uk **Ref:**

LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

Corporate Regulation & Enforcement Policy

Table of Contents

	Page
Section 1. Introduction	3
Section 2. Purpose of the Policy	5
Section 3. Scope of the Policy	5
Section 4. Non-Compliance	6
4.1 Approach to dealing with non-compliance	6
4.2 How action taken is determined	7
4.3 Factors that influence our response to breaches	7
4.4 Approach to complaints of non-compliance	8
Section 5. Conduct of Investigations	8
5.1 Powers of authorised officers	8
5.2 Progress of investigations	9
Section 6. Decisions on Enforcement Action	9
6.1 The range of actions available as set out in legislation	9
6.2 Explanation of how decisions are made on enforcement action	12
6.3 Explanation of how decisions are communicated to those affected	13
6.4 How decisions should be recorded	13
Section 7. Comments and Complaints	14
7.1 Details of processes for complaints and appeals	14
Section 8. Review of this Policy	14
8.1 Details of when and how the policy will be reviewed	14
Appendices	
Appendix 1 – Enforcement flowchart	15

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Corporate Regulation & Enforcement Policy

1. Introduction

The Council carries out a wide range of regulatory roles in meeting its many statutory duties of protecting the public, individuals and the environment. These duties are mainly met by carrying out programmed inspections of premises, responding to complaints, issuing licenses and offering advice. This Policy outlines the approach we take when considering enforcement action. This policy is an overarching policy that applies to all the Council's Services with enforcement duties, although it should be noted that some services have specific Legislative Guidance and Regulations which set out the enforcement requirements in these services.

The appropriate use of the full range of enforcement powers, including prosecution, is important, both to secure compliance with the law and to ensure that those who have duties under it, follow the correct procedures to prevent failures to safeguard our environment, health, safety and welfare or breach of legislation/regulations enforced by the Council.

In deciding on the most appropriate course of action officers should have regard to the principles set out in this policy and the need to maintain a balance between enforcement and other activities, including inspection, advice and education. This should be conducted in a manner which is proportionate, accountable, consistent and transparent.

a) Principles of Good Regulation

We will exercise our regulatory activities in a way which is:

(i) Proportionate – our activities will reflect the level of risk to the public and enforcement action taken will relate to the seriousness of the offence;

(ii) Accountable – our activities will be open to public scrutiny, with clear and accessible policies, and fair and efficient complaints procedures;

(iii) Consistent – our advice to those we regulate will be robust and reliable and we will respect advice provided by other regulators. The Council shall seek to ensure consistency of enforcement; however the Council realises that consistency is not a simple matter of uniformity. Officers and management will need to exercise their professional judgement and discretion according to the circumstances of each individual case and the relevant responsibilities and intervention systems maintained by the Council;

(iv) Transparent – we will ensure that those we regulate are able to understand what is expected of them and what they can anticipate in return.

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b) Regulators' Code (April 2014)

The Council has had regard to the Department for Business Innovation & Skills Better Regulation Delivery Office's Regulators' Code April 2014 in the preparation of this policy. In certain instances we may conclude that a provision in the Code is either not relevant or is outweighed by another provision. Where Statutory Guidance and legislation specifies the action to be taken this legislation takes precedence.

c) Human Rights Act 1998

The Council is a public authority for the purposes of the Human Rights Act 1998. We therefore apply the principles of the European Convention for the Protection of Human Rights and Fundamental Freedoms. This Policy and all associated enforcement decisions take account of the provisions of the Human Rights Act 1998. In particular, due regard is had to the right to a fair trial and the right to respect for private and family life, home and correspondence.

d) Data Protection Legislation

Where legislation allows, it is expected information will be shared between departments in early case reviews to assist with any enforcement action. Disputes will be decided by the Monitoring Officer.

Where there is a need for the Council to share enforcement information with other agencies, we will follow the provisions of the Data Protection Act 2018, the General Data Protection Regulations 2018 (as amended) and any other relevant legislation.

e) The Code for Crown Prosecutors

When deciding whether to institute criminal proceedings the Council has regard to the provisions of The Code for Crown Prosecutors as issued by the Director of Public Prosecutions.

The Code for Crown Prosecutors is a public document that sets out the general principles to follow when decisions are made in respect of prosecuting cases. The Code sets out two tests that must be satisfied commonly referred to as the 'Evidential Test' and the 'Public Interest Test':

(i) Evidential Test - is there enough evidence against the defendant?
When deciding whether there is enough evidence to prosecute, the Council will consider what evidence can be used in court and is reliable. We must be satisfied there is enough evidence to provide a "realistic prospect of conviction" against each alleged offender.

(ii) Public Interest Test - is it in the public interest for the case to be brought to court?
The Council will balance factors for and against prosecution carefully and fairly,

considering each case on its merits. The public interest factors that we will take into account are detailed under the Council's graduated enforcement policy under Section 6.

2. Purpose of this Policy

The Council acts as a regulator and an enforcement agency for a large range of legal duties and powers applied by Acts of Parliament and the Regulations and Orders made under them (including various Lancaster City byelaws).

The Council acknowledges the crucial role enforcement plays in safeguarding public health and our quality of life by ensuring adherence to regulations designed to prevent ill health and injury. By holding individuals and organisations accountable for their actions, enforcement deters negligence and promotes proactive measures to protect health and ensures our community remains safe, clean and fair for everyone.

This policy sets out standards that will be applied across the Council when acting in its role as regulator and enforcement agency and details what residents, businesses, consumers and workers can expect from Lancaster City Council when subject to enforcement action or after making a complaint about non-compliance and to enable them to hold us to account when we are undertaking such activity.

This policy also sets out the approach to be followed by authorised Officers when making decisions in respect of the Council's compliance and enforcement activities. The Council is committed to ensuring that all authorised officers will act in accordance with this policy.

3. Scope of the Policy

This policy is the overarching enforcement policy for Lancaster City Council. It outlines the approach to enforcement and lays down the principles, which will be followed in deciding upon, and taking action.

As an overarching policy it provides a framework to decision making with regards to enforcement.

<u>This policy sits alongside other departmental specific enforcement policies held by the Council, which are available on our website.</u>

Enforcement includes any criminal or civil action taken by the Council aimed at ensuring that individuals or businesses comply with the law.

The Corporate Regulations and Enforcement Policy will take into account the Council's set strategic aims and objectives. This approach is intended to provide better information to

businesses and the community and, by doing so, lend support to the Council's efforts to deliver best value services.

Council services will work with and consult other agencies, and other service areas within the Council, as necessary where there is a shared or complementary enforcement role. This may include early case conferences for major cases of non-compliance where services share information and discuss the most expedient and proportionate response to offences.

Officers will take reasonable steps to assist businesses and individuals to comply with the law. However, officers will be prepared to ensure compliance by exercising the formal powers delegated to them in the Council's Scheme of Delegation including, where appropriate, prosecution.

In certain circumstances, the Council will seek to raise awareness and increase compliance levels by publicising unlawful trade practices or criminal activity. Where appropriate the results of specific court cases may also be published.

4. Non-Compliance

4.1 Approach to dealing with non-compliance

An open, fair and proportionate approach will be taken in dealing with breaches of legislation, which are regulated and enforced by the Council. Raising awareness and promoting good practice in regulated areas is the first step in preventing breaches, and officers of the Council will signpost to guidance on aspects of the law where requested to do so.

Whenever possible, best efforts will be used to resolve any issues where the law may have been broken without having to take formal action or referring the matter to the courts when the circumstances indicate that a minor offence may have been committed and the Council is confident that appropriate corrective action will be taken.

However, there may be occasions when the breach is considered to be serious and/or where informal action is not appropriate. In such cases immediate enforcement action may be taken without prior notice and as noted above some services have specific Legislative Guidance and Regulations which set out the enforcement requirements in these services.

Advice regarding the non-compliance, the actions required and decisions taken at the time of our intervention, along with the reasons for these must be transparent. Where immediate enforcement action is required, the opportunity for alternative resolutions may not be available. This may be the case where there is a serious breach or public health or safety is at risk.

Officers investigating potential breaches of legislation are responsible for managing investigations. As part of this process, they may consult with colleagues and

managers in determining the best and most appropriate course of action. Officers have the power to use a variety of legislation in the course of their duties, and senior management has delegated these to them.

In relation to prosecutions, officers' cases are to be reviewed by a manager in line with this enforcement policy before submitting expeditiously to the Council's Legal department for expeditious consideration.

In some instances, the Council may have shared responsibilities or a complementary role with another enforcement agency. In these circumstances, officers will liaise with that other agency to ensure effective co-ordination, to avoid inconsistencies and to ensure that any proceedings taken are proportionate and appropriate.

4.2 How action taken is determined

Where evidence is found that a business, regulated person or individual is showing flagrant disregard for the law by deliberately or persistently failing to comply with advice or requests made by the Council, it may be deemed that informal action is not appropriate. Under these circumstances enforcement action may be escalated directly to prosecution or other more severe sanctions where available.

Where there is specific Legislative Guidance and Regulations which set out the enforcement requirements these will be followed.

Where a business or other regulated person contacts the Council to ask for advice and it transpires that a breach of legislation is present at the premises, the most appropriate course of action will be determined based on the factors outlined in section 6 below.

If the regulated person or business is keen to resolve the non-compliance quickly, taking on board and completing the steps recommended by the Council, an informal approach is likely to be taken as opposed to triggering enforcement action. However, if there is a serious breach and/or there is an imminent risk to public health or safety, enforcement action may still have to be taken but the Council will seek to work with the business or regulated person to resolve the problem as quickly as possible.

4.3 Factors that influence our response to breaches

Where a breach of legislation is being investigated, the approach taken will be proportionate. The following non-exhaustive list of factors may assist the Officer in this process –

- The degree of risk or actual harm from the situation
- The seriousness of the legal contravention
- The different technical means of remedying the situation
- The particular circumstances of the case and the likelihood of its continuation or recurrence

- The general attitude of the offender to his or her responsibilities
- The past history of the person(s) or company involved
- The impact of the enforcement choice in encouraging others to comply with the law
- The likely effectiveness of the various enforcement options
- Any legal imperatives e.g. the obligation to serve an abatement notice if a statutory nuisance exists

If the Council has provided advice or guidance to a business or regulated person, our officers will make the necessary checks to ensure that, where this relates to a legal requirement rather than best practice, the non-compliance has been rectified.

The Council may receive referrals from other enforcement bodies, which require investigation. These referrals will typically be because of the other bodies' inspections, investigations, or intelligence, which they have received.
The Council will also refer to other enforcement bodies where breaches of legislation, which are dealt with by that body, are found.

In deciding on which approach to adopt the public interest test will include whether the subject has a poor history of compliance/offending which may lead to more formal enforcement measures such as prosecution.

4.4 Approach to complaints of non-compliance

Where a complaint of non-compliance relating to a business, or other regulated person, is received the officers investigating this breach will assess the information received and may make further enquiries to determine whether a complaint requires investigation. In assessing a complaint, officers may consult colleagues and managers to help assess what risk may be involved and this will determine what action is taken.

5. Conduct of Investigations

Enforcement action may result in either civil or criminal proceedings being instituted by the Council. The process that will be followed by officers in the investigation of alleged breaches of the law will depend on which branch of law the investigation is being conducted under. As the enforcing authority in any proceedings it instigates, the burden of proof falls to the Council.

Investigations will be carried out in compliance with current legislation.

The authorised officers of the Council will also comply with the requirements of the particular legislation under which they are acting, and with any associated guidance or codes of practice.

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5.1 Powers of Authorised Officers

There are numerous pieces of legislation which the Council as a local authority either has a duty to enforce or adopts or chooses to enforce. The powers available to officers under these different pieces of legislation vary considerably and it is not the purpose of this document to provide an exhaustive list of those powers.

In some cases powers of seizure are used for safety and evidence gathering purposes.

Officers do not have the power of arrest; however joint working is undertaken with the Police and other agencies. Instances may arise where the Police or other agencies consider that an arrest should be made in connection with an authorised officer's investigation.

5.2 Progress of Investigations

In respect of Legislation in England that contains criminal offences, there are strict time limits beyond which the law prevents proceedings being instituted. These time limits vary and are stated in the relevant legislation.

Officers carrying out investigations will keep alleged offenders, witnesses and complainants informed and updated, including via our case management systems, about the progress of any investigation as far as their involvement in the process is concerned. All investigations will be carried out as expeditiously as possible.

6. Decisions on Enforcement Action

6.1 The Range of Actions Available as Set Out in Legislation

There are a range of actions that are available to the Council as set out in the different legislation the Council enforces. Examples of the main types of actions which may be considered are set out below.

a) Compliance Advice, Guidance and Support

The Council will generally consider compliance advice, guidance and support as a first response in the case of many breaches of legislation that are identified. Advice is provided, sometimes in the form of a warning letter to assist individuals and businesses in rectifying breaches as quickly and efficiently as possible, avoiding the need for further enforcement action.

A warning letter will set out what should be done to rectify the breach and to prevent re-occurrence. If a similar breach is identified in the future, this letter may be persuasive in considering the most appropriate enforcement action to take on that

occasion. Such a letter cannot be cited in court as a previous conviction but it may be presented in evidence.

Where more formal enforcement action, such as a caution or prosecution, is taken, the Council recognises that there is likely to be an ongoing need for compliance advice and support, to prevent further breaches.

b) Voluntary Undertakings

The Council may accept voluntary undertakings that breaches will be rectified and/or recurrences prevented. The Council will take any failure to honour voluntary undertakings very seriously and enforcement action is likely to result.

c) Statutory (Legal) Notices

The Council has powers to issue statutory notices in respect of many breaches. These include: 'Stop Notices', 'Prohibition Notices/Orders', 'Emergency Prohibition Notices/Orders', Community Protection Notices and 'Improvement Notices'. Such notices are legally binding. Failure to comply with a statutory notice can be a criminal offence and may lead to prosecution and/ or, where appropriate, the carrying out of work in default.

A statutory notice will clearly set out actions which must be taken and the timescale within which they must be taken. It is likely to require that any breach is rectified and/or prevented from recurring. It may also prohibit specified activities until the breach has been rectified and/or safeguards have been put in place to prevent future breaches. Where a statutory notice is issued, an explanation of the appeals process will be provided to the recipient.

Some notices issued in respect of premises may be affixed to the premises and/or registered as local land charges.

d) Fixed Penalty Notice

The Council has powers to issue fixed penalty notices or penalty charge notices in respect of some breaches. A fixed penalty notice or penalty charge notice is not a criminal fine, and does not appear on an individual's criminal record. If a fixed penalty/penalty charge notice is not paid, the Council may commence criminal proceedings in respect of the breach or take regulatory civil enforcement action to recover the penalty charge subject to the provisions of the relevant legislation.

If a fixed penalty/ penalty charge notice is paid in respect of a breach the Council will not take any further enforcement action in respect of that breach. Payment of a fixed penalty does not provide immunity from prosecution in respect of similar or recurrent breaches.

The Council is only able to issue fixed penalty notices where it has specific powers to do so. If fixed penalty notices are available, their issue is at the Council's discretion.

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In some circumstances, in particular where breaches are serious or recurrent, it may be that prosecution is more appropriate than the issue of a fixed penalty notice.

e) Injunctive Actions, Enforcement Orders etc.

In some circumstances, the Council may seek a direction from the court (in the form of an order or an injunction) that a breach is rectified and/or prevented from recurring. The court may also direct that specified activities be suspended until the breach has been rectified and/or safeguards have been put in place to prevent future breaches.

Failure to comply with a court order constitutes contempt of court, a serious offence which may lead to imprisonment.

The Council is required to seek enforcement orders after issuing some enforcement notices, providing the court with an opportunity to confirm the restrictions imposed by the notice. Otherwise, the Council will usually only seek a court order if it has serious concerns about compliance with voluntary undertakings or a notice.

f) Simple Caution

The Council has the power to issue simple cautions (previously known as 'formal cautions') as an alternative to prosecution for some less serious offences, where a person admits an offence and consents to the simple caution. Where a simple caution is offered and declined, the Council is likely to consider prosecution.

A caution must not be offered to a person who has not admitted to committing the offence, and must not be given to an offender who does not agree to accept it. Offenders retain the right to decline the offer of a caution – even where guilt has been admitted and their refusal may result in prosecution.

A caution may only be given if there is sufficient evidence to provide a realistic prospect of conviction if the offender were to be prosecuted.

g) Prosecution

The Council may prosecute in respect of serious or recurrent breaches, or where other enforcement actions, such as voluntary undertakings or statutory notices have failed to secure compliance. When deciding whether to prosecute the Council has regard to the provisions of The Code for Crown Prosecutors as issued by the Director of Public Prosecutions.

Prosecution will only be considered where the Council is satisfied that it has sufficient evidence to provide a realistic prospect of conviction against the defendant(s).

If the evidential test is satisfied, a prosecution will usually take place unless there are public interest factors tending against prosecution which outweigh those tending in

favour. The more serious the offence or the offender's record of breaches/ criminal behaviour, the more likely it is that prosecution will be required in the public interest.

Assessing the public interest is not merely a matter of adding up the number of factors on each side and seeing which has the greater number. The public interest must be decided on the merits of each individual case and making an overall assessment. It is quite possible that one factor alone may outweigh a number of other factors which tend in the opposite direction.

h) Refusal/Suspension/Revocation of Licences

The Council issues a number of different Licences, Consents, Registrations and permits. They are applied for by submission of an application, the form and content of which is sometimes specified in law. Applications are generally granted for a limited defined period and will be required to be renewed annually unless otherwise specified.

The Council may be permitted to ask supplementary questions on an application form in order to assist it in reaching a decision on whether the applicant is a fit and proper or suitable person to hold such a Licence.

In some cases, applications are subject to either a public or interested party consultation process and any application that attracts adverse comment or objection or does not meet Council policy requirements will be referred to a Council's Licensing Committee to determine the application.

Most Licences and other permissions have conditions attached which can be standard conditions or specific conditions or a combination of both. These conditions form part of the Licence and lay down requirements that a business or individual must have regard to when trading. Breach of a condition may be a civil or criminal matter.

When considering applications, information supplied with the application together with any previous enforcement action and compliance record can be taken into account when reaching a decision.

i) Confiscation proceedings and/or other financial investigation

In cases where the appropriate tests are satisfied, the Council may also pursue action via the Proceeds of Crime Act (POCA) 2002**,** to recover funds which are proven to have been obtained illegally.

6.2 Summary of Enforcement options available in the cases of non-compliance

Following receipt of a complaint, inspection, monitoring visit, investigation, or referral from another authority, there are several enforcement options available to the Council and its officers to secure compliance with the law. Such as

- To take no action

- To take informal action
- To take formal action (either written or oral) which can include any or all of the following:-
- To issue statutory notice(s)
- To serve a Fixed Penalty Notice
- To prohibit (e.g. an activity or use of a premises)
- To seize or detain (e.g. equipment, unfit food or food lacking sufficient traceability, articles or records (paper or electronic documents)
- To execute work required by a statutory notice where the recipient has not complied
- To issue an administrative penalty (in some circumstances)
- To issue a simple caution
- To review, amend, condition, vary, revoke or suspend a licence
- To take out an injunction
- To prosecute

6.3 How Decisions are made on Enforcement Action

In assessing what enforcement action is necessary and proportionate, consideration will be given to the following Council aims and objectives –

1) The aim to change the behaviour of the offender;
2) The aim to eliminate any financial gain or benefit from non-compliance;
3) To be responsive and consider what is appropriate for the particular offender and regulatory issue, which can include punishment and the public stigma that should be associated with a criminal conviction;
4) To be proportionate to the nature of the offence and the harm caused;
5) The aim to restore the harm caused by regulatory non-compliance, where appropriate; and,
6) The aim to deter future non-compliance.

Where appropriate, decisions about what enforcement action is to be taken may involve consultation between:

(a) Investigating Officer(s)
(b) Senior Managers
(c) Lancaster City Council Legal Department

The decision to prosecute a case will be taken by those with authority to do so in accordance with the Lancaster City Council Scheme of Delegations.

Individual Council Services will also have regard to any Service-specific enforcement plans or policies prior to taking action.

6.4 How Decisions are Communicated to those Affected.

We will provide a timely explanation in writing, where appropriate, about the details of an enforcement decision including any rights to representation or rights to appeal and practical information on the process involved, taking into account relevant legislation and statutory guidance.

6.5 How Decisions should be recorded

Upon conclusion of an investigation, all material gathered, including a record of the decision making process, will be retained in one of two places, either

(a) the service department or
(b) the legal department.

If the investigation concludes within the service department, without submission to legal services, the responsibility for recording the decision-making process rests with the service department who will record the decision and the decision making process. All the material gathered during the investigation will be retained as long as reasonably necessary and stored under the control of the service department.

If the matter has been submitted to legal services, the decision-making process and the retention of this material, will be the responsibility of the Legal Department.

7. Comments and Complaints

7.1 Details of processes for complaints and appeals

All appeals in relation to enforcement action taken should be via the statutory appeals process outlined in the relevant legislation.

Complaints about the conduct of officers should be made via the Council's corporate complaints procedure.

8. Review of this Policy

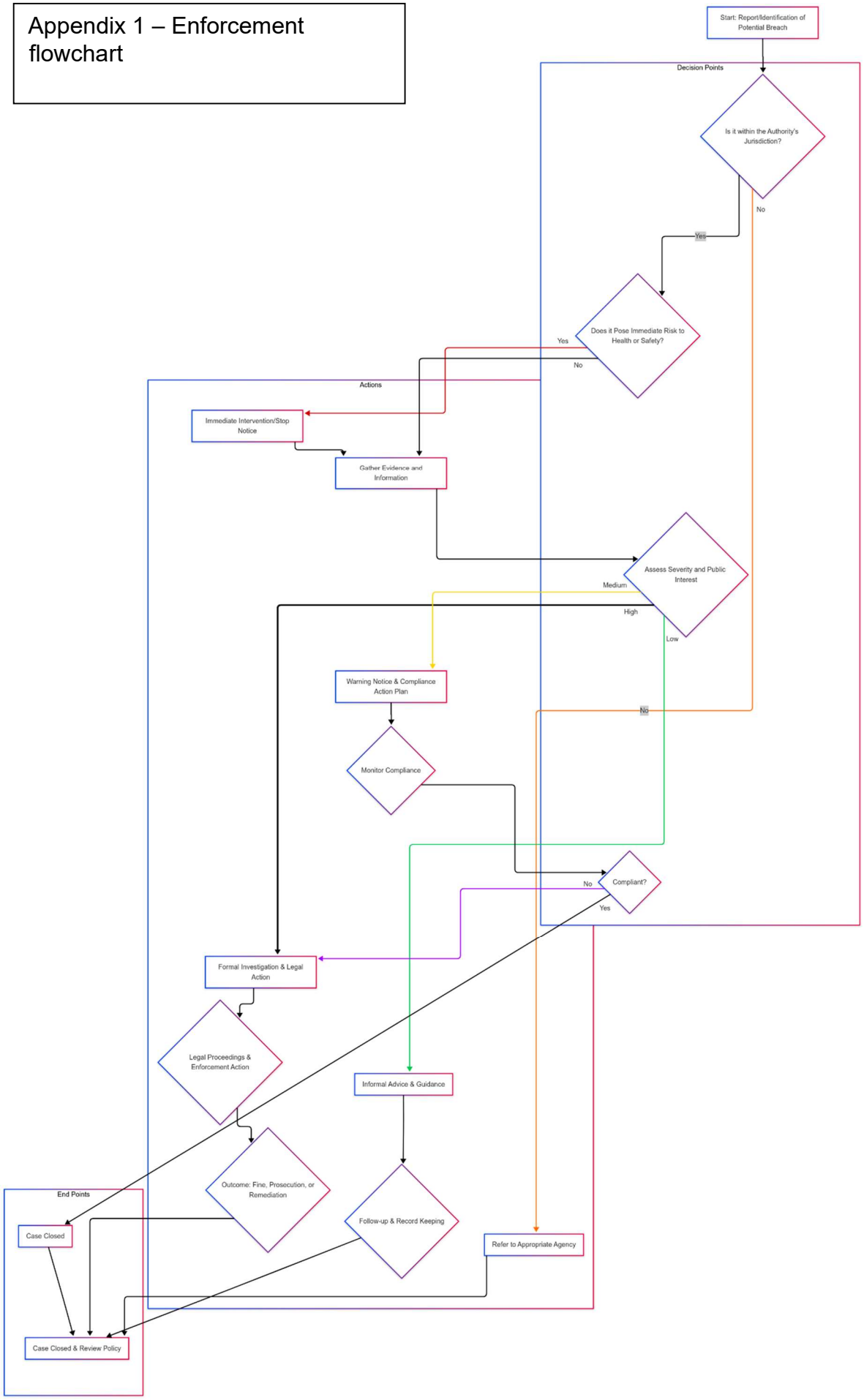
8.1 Details of when and how the policy will be reviewed

This policy will be reviewed periodically or in line with changes in relevant legislation, or Regulators Code.

Version history

Version	Date	Author	Changes

Appendix 1 – Enforcement flowchart



CABINET

Publication of an updated Local Plan Preparation Timetable 15 April 2025

Report of Chief Officer – Planning and Climate Change

PURPOSE OF REPORT					
To seek Cabinet approval for the publication of an updated Local Plan Preparation Timetable					
Key Decision		**Non-Key Decision**	**X**	**Referral from Cabinet Member**	
This report is public					

RECOMMENDATION OF COUNCILLOR SUE TYLDESLEY

(1) That Cabinet approves the publication of an updated Local Plan preparation timetable for the Lancaster District Local Plan.

1.0 Introduction

1.1 The Council maintains an up-to-date LDS on the Council's website in accordance with Section 15 of the Planning & Compulsory Purchase Act 2004, as amended by Section 111 of the Localism Act 2011. National Planning Practice Guidance (paragraph 035) states that a Local Development Scheme is expected to be reviewed and updated at least annually but may need updating more frequently if there are any significant changes in the timescales or the plans being prepared. An LDS must set out the timetable for preparing development plan documents. An LDS should also include details of other documents that will form part of the development plan, for example neighbourhood plans. The current LDS was published on 20th December 2024. On 22nd January 2025, the Council adopted the Climate Emergency Review of the Local Plan (CELPR).

1.2 The Government is in the process of revising England's planning system. In December 2024, the Government directed all local planning authorities in England to update their local plan preparation timetable and to submit the updated timetable directly to the government by 6th March 2025.

1.3 Following discussion with Cabinet Members the Council sent the Government an updated Interim Lancaster District Local Plan Timetable; this action ensured that the Council complied with the Government's deadline. The Council advised the Government that the Council's Cabinet would subsequently formally consider the submitted Interim Timetable. Should the

Council's Cabinet confirm, potentially with amendments, the submitted Interim Local Plan Timetable, then a formally approved version will be sent to the Government and published on the City Council's website. The final published version would be presented in a more accessible digital format with additional contextual information about the district and its current local plan.

2.0 Proposal Details

Government Direction on the new-style local plan timetable

2.1 On the 25th July 2023 the Department for Levelling Up, Housing & Communities launched the consultation "Levelling-up and Regeneration Bill: consultation on implementation of plan-making reforms". The consultation sought views on the Department's proposals to implement the parts of the Levelling Up and Regeneration Bill which relate to plan-making. The proposals aimed to make plans simpler, faster to prepare and more accessible.

2.2 The consultation proposed to set an ambitious timeframe of only 30 months for all local planning authorities to prepare and adopt a new Local Plan, including a six-month period for the Examination. The consultation advised that before the 30-month timeframe begins, planning authorities will be able to undertake the preparation of evidence and engage with wider stakeholders to be in the best position to start their new Local Plan. Councils must also announce when the formal plan preparation process will start.

2.3 The Department proposed three new 'gateway' assessments – one around the beginning of the formal 30-month period, one in the middle of the process and one towards the end of the process for preparing a plan, with this final assessment taking place just before publication and submission. The intention of these assessments is to reduce the time spent examining plans by providing an opportunity for local planning authorities to become aware of any issues and seek to resolve these issues prior to submission. The first two are advisory in nature whilst the third will conclude whether the emerging plan can proceed to publication and submission.

2.4 On 12th December 2024 the newly re-named Ministry of Housing, Communities and Local Government (MHCLG) published its responses to its consultation on proposed reforms to the National Planning Policy Framework and other changes to the planning system.

2.5 At the same time the MHCLG published an updated version of the National Planning Policy Framework (NPPF). This became effective immediately.

2.6 Also on 12th December 2024 Matthew Pennycook, the Minister of State for Housing and Planning published a Written Ministerial Statement that set out the Government's motivations and objectives for revising the planning system[1]. The Minister advised that the Government was committed to achieving universal local plan coverage in England. However, presently fewer than a third of places have an up-to-date local plan. The Minister described that the Government is now "taking a tough but pragmatic approach to imposing new housing numbers on local plans."

2.7 Immediately following the publication of the updated National Planning Policy Framework (NPPF) and Written Ministerial Statement, on the 13 December 2024, Joanna Averley, the Chief Planner, wrote to all Local Planning Authorities in England to confirm that the Deputy Prime Minister had asked

[1]Building the homes we need Statement made on 12 December 2024
https://questions-statements.parliament.uk/written-statements/detail/2024-12-12/hcws308

that all local planning authorities produce an updated Local Development Scheme (LDS) within 12 weeks of the publication of the NPPF (i.e. "by no later than 6 March 2025").

2.8 The NPPF indicates that provisions for the revised plan-making system, provided for under the Levelling Up and Regeneration Act (LURA) 2023, will come into force in 2025.

2.9 The Planning Advisory Service (PAS) state that LURA 2023 "still requires authorities to create a timetable for plan making with the details to follow in regulations". PAS advise that pending any further announcements and information from Government on these changes, local planning authorities should use the latest information in the public domain about the expected timeline for plan making under the new system. This was that set out in the July 2023 consultation on implementation of plan-making reforms. PAS further advise that the plan making timetable can subsequently be updated, as and when required, to include relevant details of the new system when confirmed. PAS states that local planning authorities can review their timetable when details of the new system are published.

2.10 Local planning authorities were therefore asked to prepare and publish a new LDS by 6th March 2025 informed by the content of the consultation on **proposed** changes to the planning system (that is; in accordance with the content of the consultation that was open from 30th July 2024 to 24th September 2024).

2.11 The LURA 2023 will replace the existing requirement to adopt an LDS with a new, simpler requirement to prepare and maintain a local plan timetable. The Act does not continue with the term LDS. Specifically, paragraph 15B of Schedule 7 of the Act, is headed "Local plan timetable". It states that:

(1) Each local planning authority must prepare and maintain a document to be known as their "local plan timetable".

(2) The local plan timetable must specify—

(a) the matters which the authority's local plan for their area is to deal with,

(b) the geographical area to which the authority's local plan is to relate,

(c) any supplementary plans which the authority are to prepare,

(d) the subject matter and geographical area, site or sites to which each of those supplementary plans is to relate,

(e) how the authority propose to comply with the requirement in section 15F(1) (requirement in relation to design code).

2.12 Officers advise that whilst it appears somewhat unsatisfactory that the Secretary of State's direction is to prepare a new local plan timetable before the regulations to support the LURA 2023 (the provisions) are available, it remains the case that the Localism Act 2011 does oblige the Council to maintain an up-to-date Local Development Scheme. Section 15 (8) provides that an LPA must revise their LDS (a) at such time as they consider appropriate; (b) when directed to do so by the Secretary of State. In December 2024 Local Planning Authorities were directed to do so by the Secretary of State, in the context of the publication of the revised NPPF.

2.13 The Act states that to bring the local plan timetable into effect, the local planning authority must publish it, together with a statement that the timetable is to have effect. The Act states that once the local plan timetable has effect, the local planning authority must comply with it. The Secretary of State may direct a local planning authority to make amendments to the local plan timetable as the Secretary of State thinks appropriate for the purpose of ensuring full and effective coverage (both geographically and subject matter) of the authority's area by the development plan for that area.

2.14 Currently, the Council maintains separate Development Plan Documents for the Central Morecambe Area (the Morecambe Area Action Plan) and the Arnside and Silverdale National Landscape (the Arnside and Silverdale AONB DPD).

2.15 However, Paragraph 15C of Schedule 7 of the Act "Local plans" states:

(1) Each local planning authority must prepare a document to be known as their "local plan".

(2) Only one local plan may have effect in relation to a local planning authority's area at any one time.

(3) The local plan must set out policies of the local planning authority (however expressed) in relation to the amount, type and location of, and timetable for, development in the local planning authority's area.

2.16 Paragraph 15CC of Schedule 7 of the Act, describes the permissible limited remit of any future "Supplementary plans" that a local planning authority may prepared. It states that:

(1) Each relevant plan-making authority may prepare one or more documents, each of which is to be known as a "supplementary plan".

(2) A supplementary plan prepared by a local planning authority may include—

(a) policies (however expressed) in relation to the amount, type and location of, or timetable for, development at a specific site in their area or at two or more specific sites in their area which the authority consider to be nearby to each other;

(b) other policies (however expressed) in relation to the use or development of land in the local planning authority's area which are designed to achieve objectives that relate to the particular characteristics or circumstances of a specific site in their area or two or more specific sites in their area which the authority consider to be nearby to each other;

(c) details of any infrastructure requirements, or requirements for affordable housing, to which development in accordance with any policies, included in the plan under paragraph (a) or (b), would give rise;

(d) requirements with respect to design that relate to development, or development of a particular description, throughout the local planning authority's area, in any part of their area or at one or more specific sites in their area, which the local planning authority consider should be met for planning permission for the development to be granted.

2.17 It is therefore clear that under the new system the Council should prepare a single Local Plan for the whole district, and the new style "supplementary plans" must be limited to documents containing policies about specific

development sites, matters of design, or how to better support the implementation of plan-wide policies that will deliver infrastructure or affordable housing.

2.18 The Chief Planner confirmed that the revised NPPF makes housing targets mandatory and reverses other changes made under the previous Government regarding housing supply. It also implements a new standard housing need formula to ensure local plans are in line with the Government's manifesto commitment of achieving 1.5 million new homes in this current Parliament.

Principles shaping the Lancaster District Local Plan new timetable

2.19 The matters that a local plan should address are provided in the NPPF. Though there have been revisions to the NPPF in recent years, the purposes of a local plan have not been changed by this revision to the plan making system.

2.20 The Planning Advisory Service (PAS) suggests that when preparing a new-style timetable councils should ensure that they have enough time to prepare before formally triggering the 30-month process. It is therefore prudent to take time to continue to develop the local plan evidence for a period in advance of notifying the community and stakeholders of the intention to formally trigger the 30-month plan preparation period. Given that the Council had started to prepare a Local Plan under the existing system and that this Local Plan Review had not intended to review the policies in the Arnside and Silverdale AONB DPD, then a roughly six-month lead-in to ensure the evidence is sufficient to prepare a single whole-district Local Plan before triggering the four-month notification period would seem appropriate. Thus, the four-month notification of community and stakeholders would commence on 1st September 2025.

2.21 The commencement on the 1st September 2025 of the four-month notification period would mean that the formal 30-month plan preparation timetable would begin on 1st January 2026, and by inference, the adoption of a new plan after a six-month period in which the whole independent examination process is commenced and concluded, would occur in June 2028. This is a little later that the anticipated adoption date of spring 2028 in the current plan timetable of December 2024.

2.22 Officers recommend a 1st of September 2025 notification start date on the basis that:-

(1) It is advisable to adequately prepare for formal commencement by finalising the assembly of the key evidence documents and considering the implications of the evidence before triggering the formal 30-month plan preparation timetable.

(2) The Government has not yet published the anticipated formal guidance and regulations to support the revised plan-making system, including key documents such as an anticipated Project Initiation Document; and it is therefore advisable to await new guidance and regulations before formally commencing preparation.

(3) Whilst assuming the Government might publish the anticipated formal guidance and regulations soon, thus it may be possible to feel sufficiently prepared to announce a notification start date in summer 2025, Members are advised that the four-month period includes the requirement to engage with stakeholders about the new plan's

intended remit and objectives. Thus, it would be advisable to wait until 1st September rather than attempt that important early participation with stakeholders during the main school holiday period.

(4) Whilst good progress has already been made on preparing a local plan in accordance with the existing plan-making system it is already clear that the Council faces the significant challenge of finding sufficient sites and solutions to deliver the many thousands of homes that are required by the Government's new standard housing need formula calculation. The standard method requires the Council to plan to deliver 618 new homes per year, which for a conventional 15-year plan period, amounts to 9,270 new homes. This annual figure is significantly higher than the long-term historic annual delivery rate of new housing in Lancaster district. Given that delivering new homes at this scale will be difficult to achieve in a district with many physical and environmental constraints, especially transport-related infrastructure, it is advisable to ensure that the plan-making timetable provides time to explore the potential for infrastructure improvements with key stakeholders, most particularly Lancashire County Council. Taking the opportunity to explore these issues prior to commencing the 30-month formal plan preparation period may prove expedient.

Plan Preparation Key Stages

2.23 The Key Stages of the Local Plan's preparation are listed below:

Stage 1: September 2025 to December 2025 (four months)

- Notification of commencement and early participation process

Stage 2: January 2026 to November 2027 (twenty-three months)

- *January 2026: Gateway Assessment 1*
- February-March 2027: Mandatory Consultation on Visioning and Options
- *October 2026: Gateway Assessment 2*
- March 2027: Mandatory Public Consultation on the Draft Local Plan (Reg. 18)
- *August 2027: Gateway Assessment 3*
- October 2027: Publication of formal Draft Local Plan (Reg.19)
- November 2027: Submission (Reg. 22)

Stage 3: December 2027 to May 2028 (six months)

- Examination Process
- Adoption: June 2028 (one month)

Geographic Extent of the Plan Area

2.24 The Arnside and Silverdale AONB Development Plan Document (DPD) is part of the Council's formal Development Plan. This DPD has an end date of 2031. The current Local Development Scheme of December 2024 describes an intention to prepare a new local plan that did not include reviewing the Arnside and Silverdale AONB DPD at this time. However, given that the government's new plan-making system requires local planning authorities to prepare a single local plan for the whole of their area then the geographical scope of the plan currently being prepared will need to include the Arnside and Silverdale National Landscape Area. This does not bring significant new requirements in terms of collecting up-to-date evidence.

Paragraph 15(B)2 Matters

2.25 The appended Interim Local Plan timetable includes a series of statements [listed (a) – (o)] about the proposed local plan that address the requirement to describe; the matters which the local plan is to deal with; the geographical area to which the local plan relates; any supplementary plans which the authority are to prepare; and, how the authority proposes to comply with requirements to prepare a design code. The plan timetable states that the period for the new plan is fifteen financial years following adoption (including the financial year in which it was adopted); that is: 2028-2029 to and including financial year 2042-2043. The plan timetable describes intentions to respond to the challenges of Climate Change and taking account of the emerging Lancashire County Local Nature Recovery Strategy.

Intentions for preparing new-style Supplementary Plans

2.26 The Government intends that new-style Supplementary Plans are limited to those which provide detail to support the delivery of identified development sites. At proposed timetable does not presently include an intention to prepare Supplementary Plans. As preparation of the local plan proceeds and development sites and land allocations are identified it could be that Supplementary Plans are proposed, if so, the timetable would be revised to take account of this intention.

2.27 There are other, non-planning, issues that challenge the timetable for progressing a local plan for the district under this new system, particularly devolution and the imminent prospect of local government re-organisation. However, the proposed timetable below would at least appear to enable a new-style local plan to be completed prior to local government re-organisation in 2028. Notably the Government has not advised that devolution or the imminent prospect of local government re-organisation are reasons to delay local plan-making.

3.0 Details of Consultation

3.1 The Government does not require Local Planning Authorities to consult on their local plan timetables. The timetable will be published on the Council's website.

4.0 Options and Options Analysis (including risk assessment)

	Option 1: Approve the publication of an updated Local Plan preparation timetable for the Lancaster District Local Plan.	**Option 2:** Do not approve the publication of an updated Local Plan preparation timetable for the Lancaster District Local Plan.
Advantages	The Government has been unambiguous in its instruction to Local Planning Authorities in directing them to publish and submit a new local plan timetable that responds to the forthcoming guidance and regulations for preparing a new local plan. Though the Council has published an Interim Timetable it was submitted on the basis that Cabinet would consider the timetable and make a formal decision. By submitting a formally approved new local plan timetable the Council will comply with the Government's direction and demonstrate its commitment to achieving local development, most particularly the delivery of new housing to the district's residents, businesses, and stakeholders.	None are apparent.
Disadvantages	None are apparent.	The Council would fail to comply with the Government's unambiguous instruction to Local Planning Authorities to publish and submit a new local plan timetable that responds to the forthcoming guidance and regulations for preparing a new local plan. The Government has not specified what sanctions it might impose on Local Planning Authorities that fail to comply with the directive but by not complying the Council would signal to government that it either is not willing or not enabled to prepare a new Local Plan that demonstrates its commitment to achieving local development, most particularly the delivery of new housing, to the district's residents, businesses and stakeholders.

Risks	None are apparent. Whilst the Council will make a formal commitment to progress to its published timetable it may still need to be revised in future to take account of the impact of changing circumstances and events.	The Council might appear on a list of Local Planning Authorities that have not demonstrated the commitment and willingness to comply with responsibilities and obligations to plan for the homes, and other types of development that legislation and national guidance require. Considering the potential need to explore future funding for infrastructure or regeneration proposals an unwillingness or an inability to demonstrate commitment to preparing a Local Plan is not likely to enhance the Council's reputation as a responsible partner with government.

5.0 Officer Preferred Option (and comments)

5.1 Option 1: Approve the publication of an updated Local Plan preparation timetable for the Lancaster District Local Plan.

5.2 The report does provide Cabinet Members with the opportunity to formally consider and approve both the updated timetable and the statements about the matters that the local plan will address. The Government has signalled that it intends to be firm in achieving up to date local plans, the directive to prepare a new timetable is clear and there would seem to be little to achieved by not complying with the government's clear instruction.

6.0 Conclusion

6.1 The Interim Local Plan Timetable as already submitted to the Government is appended. Should Cabinet resolve to formally publish and submit the timetable a more accessible digital version will be created (with the timetable and plan matters as resolved) along with further contextual information about the district and an explanation of the current development plan position.

Appendix 1: Interim Local Plan timetable

RELATIONSHIP TO POLICY FRAMEWORK

The Council's constitution describes which documents are components of that Policy Framework. The Cabinet is the part of the Council which is responsible for taking executive decisions and implementing the Council's Budget and Policy Framework. Paragraph 2.3 of the Council's Constitution states that the Local Development Plan and Development Plan Documents are components of that Framework. The constitution states that decisions made about documents on the Policy Framework must be made by full Council, usually on the recommendation of Cabinet. The Local Plan Timetable is not in itself policy, it is the work programme for creating policy documents that will be decided by full Council. Cabinet is therefore the appropriate component of the Council to make decisions about the work-programme for preparing policy documents.

CONCLUSION OF IMPACT ASSESSMENT
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)

None arising directly from this report.

LEGAL IMPLICATIONS

The Planning & Compulsory Purchase Act 2004, as amended by Section 111 of the Localism Act 2011 obliges the Council to maintain an up-to-date Local Development Scheme. In particular, section 15 (8) provides that an LPA must revise their LDS (a) at such time as they consider appropriate; (b) when directed to do so by the Secretary of State.

Local Planning Authorities have been directed by the Secretary of State to amend their LDS in light of the revised NPPF.

FINANCIAL IMPLICATIONS

None arising from this report. The budget for preparing a new Local Plan was approved by Cabinet in accordance with the request in the report "Resourcing the Review of the Lancaster District Local Plan" on 5th December 2023.

Funding has been built into future years budgets and are included in the latest position reported to Cabinet in February 2025. Although none are currently anticipated, if additional costs should arise, they will be addressed using the monitoring and reporting procedures that the Council has in place.

OTHER RESOURCE IMPLICATIONS

None arising directly from this report.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no comments to add

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and would agree with the Relationship to Policy Framework comments above. The timetable publication is an executive function in this instance.

BACKGROUND PAPERS	**Contact Officer:** Maurice Brophy **Telephone: 01524 582330** **E-mail:** mbrophy@lancaster.gov.uk

Interim Lancaster District Local Plan Timetable

6 March 2025

The Lancaster District Local Plan for 2028/29-2042/43 will:

(a) Be a single Local Plan, prepared by the City of Lancaster District Council for the whole of the local planning authority area except for the part of the district within the Yorkshire Dales National Park where planning responsibilities are discharged by the Yorkshire Dales National Park Planning Authority.

(b) Establish the amount of development required in the district in the period from its anticipated adoption in June 2028 for the 15 financial years following adoption (including the financial year in which it was adopted); that is: 2028-2029 to and including financial year 2042-2043.

(c) Provide the appropriately considered and robust spatial framework needed to respond to the significant and unfolding challenges raised by Climate Change, including meeting obligations and objectives on climate change in UK Legislation and national planning guidance, through planning policies that deliver on objectives to address climate mitigation, climate adaptation, and community, economy and environmental climate resilience.

(d) Take account of the Lancashire County Local Nature Recovery Strategy, including the areas identified in the strategy as areas which are, or could become, of particular importance for biodiversity, or, areas where the recovery or enhancement of biodiversity could make a particular contribution to other environmental benefits, and the priorities set out in the strategy for recovering or enhancing biodiversity.

(e) Establish the broad principles for the spatial distribution of the development required within the district over the Local Plan period.

(f) Allocate sites for specific development purposes and set policy requirements for social, environmental and economic benefits to be enable through the delivery of development proposals.

(g) Identify specific areas to be protected from development for the proposes of; achieving objectives on environmental management; maintaining and enhancing biodiversity; retaining or securing land for formal and informal recreation and protecting valued landscapes.

(h) Provide a definition of “infrastructure” for the purposes of the new Local Plan.

(i) Provide details of any infrastructure requirements understood to be needed to enable the achievement of the development needs identified in the Local Plan.

(j) Establish the Local Planning Authority’s approach to seeking contributions to enable the delivery of infrastructure to achieve the development requirements of the Local Plan.

(k) Establish specific requirements for affordable housing in the Local Plan area.

(l) Contain policies to shape the delivery of housing such that it best addresses the housing needs of the community in terms of type, tenure and access to affordable housing.

(m) No site-based supplementary plans are specifically proposed at the commencement of preparation of the new Local Plan; however, site-based supplementary plans are firmly and positively anticipated in due course to provide further detail and support the delivery

of key regeneration development sites and objectives that will be established by the new Local Plan.

(n) The authority will prepare a series of area-specific Design Codes to accompany the new Local Plan. The preparation of these Design Codes will be prioritised in accordance with an assessment of which areas will be subject to development proposals likely to be of significance to the local environment.

(o) The Local Plan will describe objectives on how the Council will explore initiatives for joint working with neighbouring local planning authorities and National Landscape Management Bodies on approaches to achieving consistency in the objectives of planning policies for the conservation and enhancement of the Arnside and Silverdale National Landscape and Forest of Bowland National Landscape.

Lancaster District Local Plan

(Plan Period 2028/29-2042/43)

Plan Preparation Key Stages

- Stage 1: September 2025 to December 2025 (four months)
  - Notification of commencement and early participation process

- Stage 2: January 2026 to November 2027 (twenty-three months)
  - January 2026: Gateway Assessment 1
  - February-March 2027: Mandatory Consultation on Visioning and Options
  - October 2026: Gateway Assessment 2
  - March 2027: Mandatory Public Consultation on the Draft Local Plan (Reg. 18)
  - August 2027: Gateway Assessment 3
  - October 2027: Publication of formal Draft Local Plan (Reg.19)
  - November 2027: Submission (Reg. 22)

- Stage 3: December 2027 to May 2028 (six months)
  - Examination Process

- Adoption: June 2028 (one month)
  - Adoption of Local Plan

CABINET

Projects and Performance: Q3 2024-25
15 April 2025

Report of Chief Executive

PURPOSE OF REPORT					
To provide members with an update on corporate performance and strategic projects during quarter three of 2024 - 25 (October - December 2024).					
Key Decision	**N**	**Non-Key Decision**		**Referral from Cabinet Member**	
Date of notice of forthcoming key decision	N/A				
This report is public					

RECOMMENDATIONS OF PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

That Cabinet

(1) Consider the update on Projects and Performance for Quarter 3 2024/25.

1.0 INTRODUCTION

1.1 The primary purpose of this report is to present information relating to the council's strategic projects and key performance indicators for the period October - December 2024, which can be found within the appendices.

2.0 PERFORMANCE REPORTING

2.1 The format of the report shown as Appendix A changed during the previous quarter. It has been made more visual by including graphs and charts to show the direction of travel over a longer time period. It should be noted that the information for most indictors' dates back to Q1 21-22, but for revised or newer measures less data is available.

2.2 For most indicators comparing to the previous quarter is advised. For those marked with an asterisk comparing to the like quarter from the previous year is advised.

2.3 Some measures have targets. There are shown on the appropriate charts using an orange-coloured line.

2.4 Within the 'Comments' column it is either marked 'Low is good' or 'High is good'. This is included to guide the reader on the preferred direction of travel.

2.5 The comments in the appendix provide further explanation on each indicator.

3.0 PROJECT REPORTING

3.1 The highlight report at Appendix B shows a short narrative and "Red – Amber – Green" status updates for three elements of the project, these being Plan, Cost and Scope.

3.2 Of the 15 projects where full update reports have been received:

- Six are reporting 'amber' (minor) delays with the progress of their project plans.
- One is reporting 'red' (serious) delays with the progress of their project plan.
- Five are reporting 'amber' (minor) deviations to the cost of the project.
- Three are reporting 'amber' (minor) concerns with the scope, meaning it is anticipated that one or more benefits of each project may not be realised.
- All other statuses are green.

3.3 A 'Due Date' column has been added to the report to show the approximate date by when the project is due to deliver. Some projects have multiple phases and therefore multiple dates are stated. Where the '**' sign has been used in this column, it means the dates included are still to be confirmed by the individual project lead.

3.4 The 'Update' column shows a summary of the projects progress over the last quarter. Where projects are 'on hold' a short explanation as to why the project has this status is included.

3.5 The 'Date Updated' column shows the date when the update was received. This is included as some projects progress quickly, so it is useful to understand when the update (a snapshot of progress) was taken.

3.6 The highlight report shows the majority of the council's Strategic Projects are progressing as planned at the end of Quarter 3 2024-25, some with minor delays.

RELATIONSHIP TO POLICY FRAMEWORK Monitoring of strategic projects and key performance indicators provides a link between the Council Plan 24-27 by providing progress updates.
CONCLUSION OF IMPACT ASSESSMENT **(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)** None directly identifiable, due to the high-level nature of this report.
LEGAL IMPLICATIONS There are no legal implications directly arising.
FINANCIAL IMPLICATIONS There are no financial implications directly arising.
OTHER RESOURCE IMPLICATIONS **Human Resources / Information Services / Property / Open Spaces:** There are no further implications directly arising.
SECTION 151 OFFICER'S COMMENTS The Section 151 officer has been consulted and has no further comments
MONITORING OFFICER'S COMMENTS The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS	Contact Officers: Claire Dubelbeis, Projects and Performance Manager Telephone: 01524 582505 E-mail: cdubelbeis@lancaster.gov.uk Ref:
None.	

LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

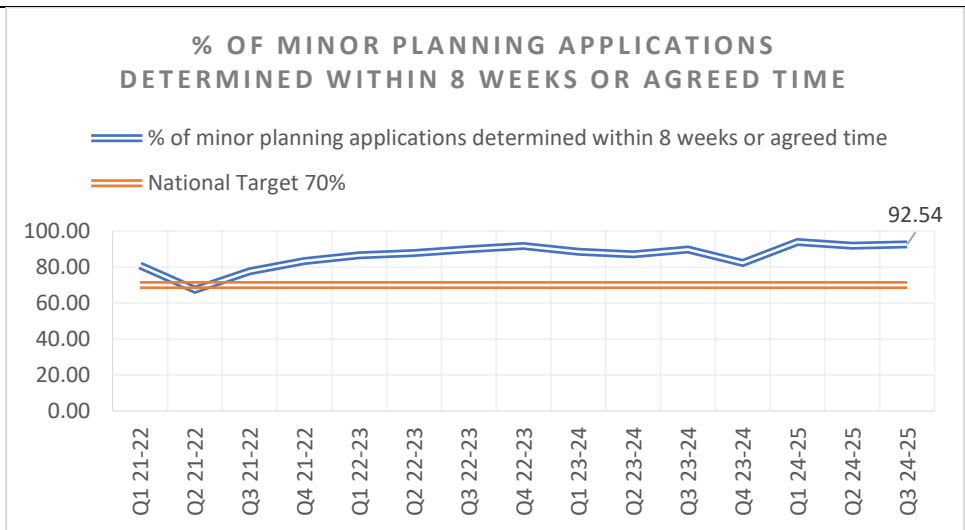
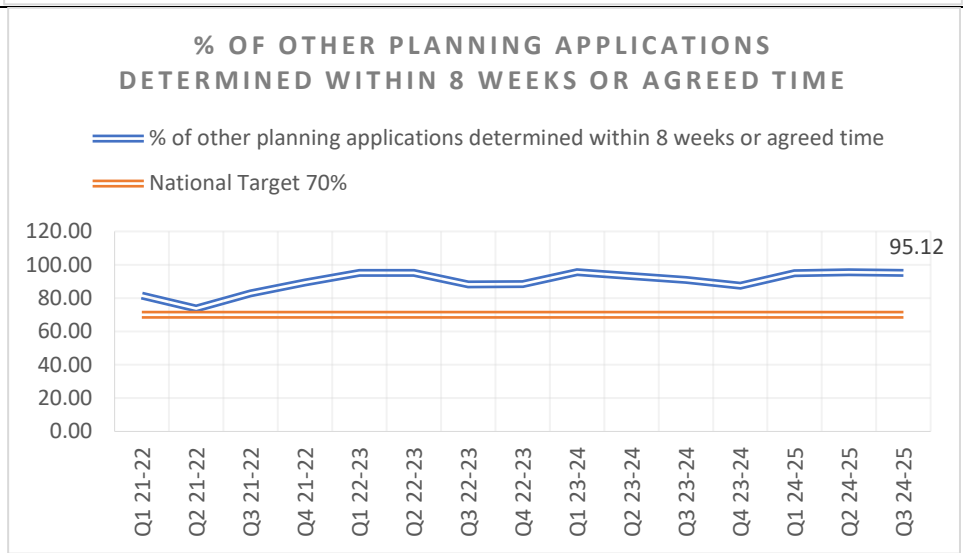
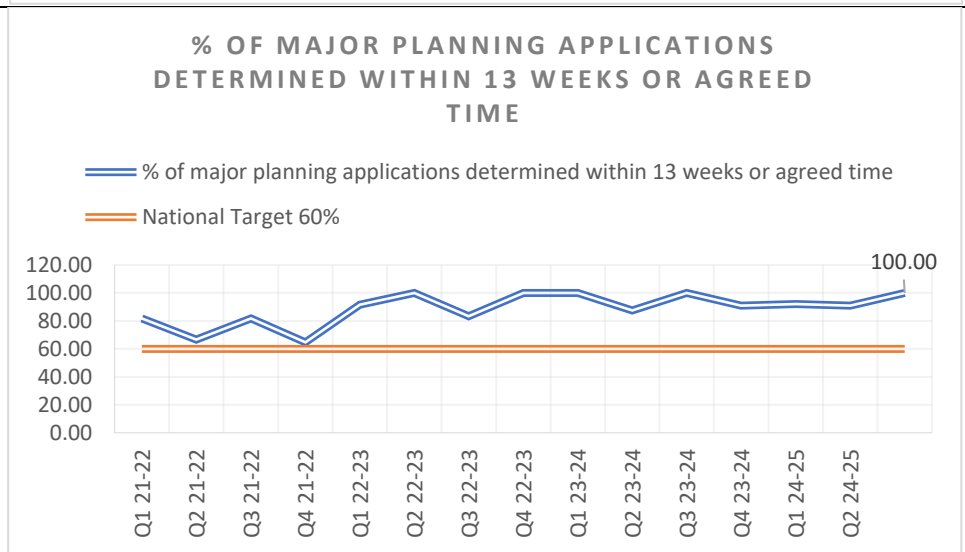
Corporate Performance updates
31st December 2024 (Q3)

Council Priorities Key

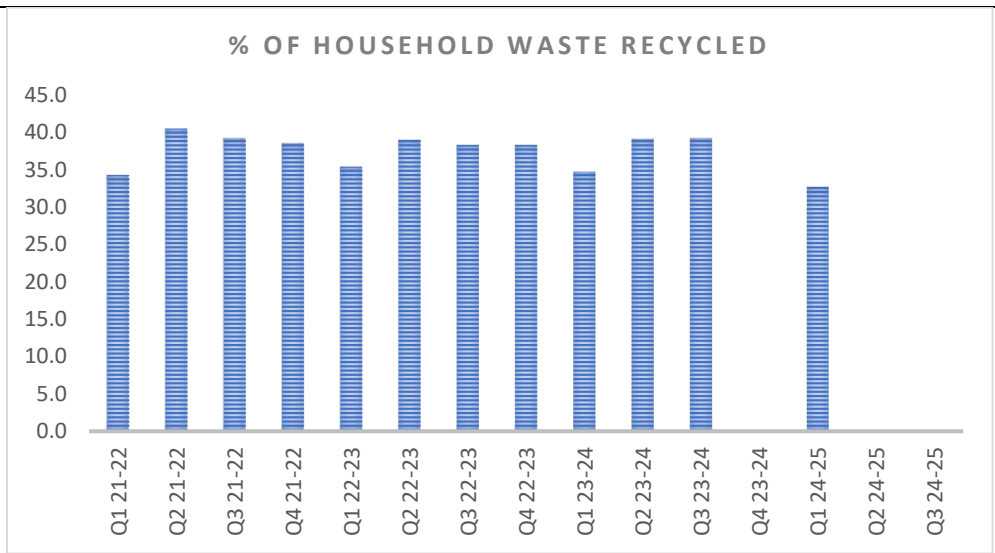
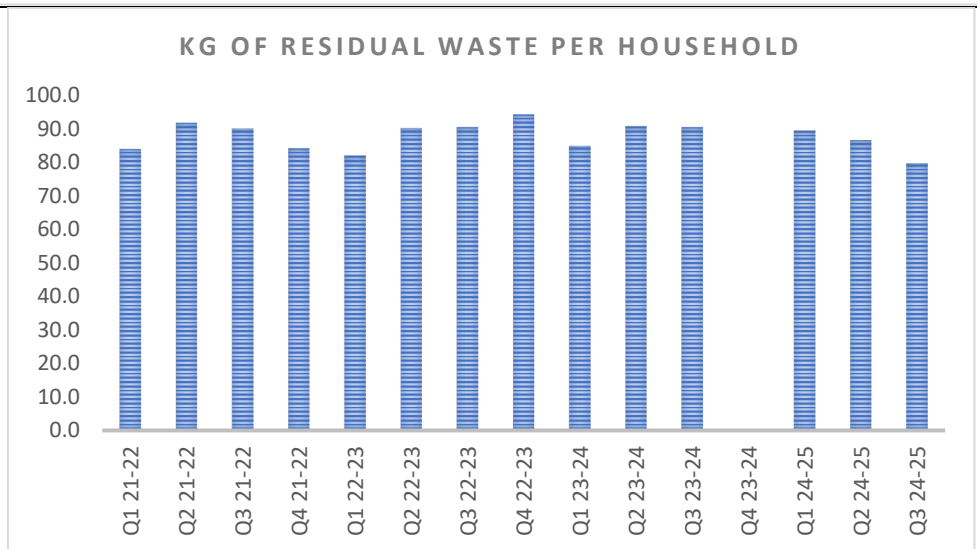
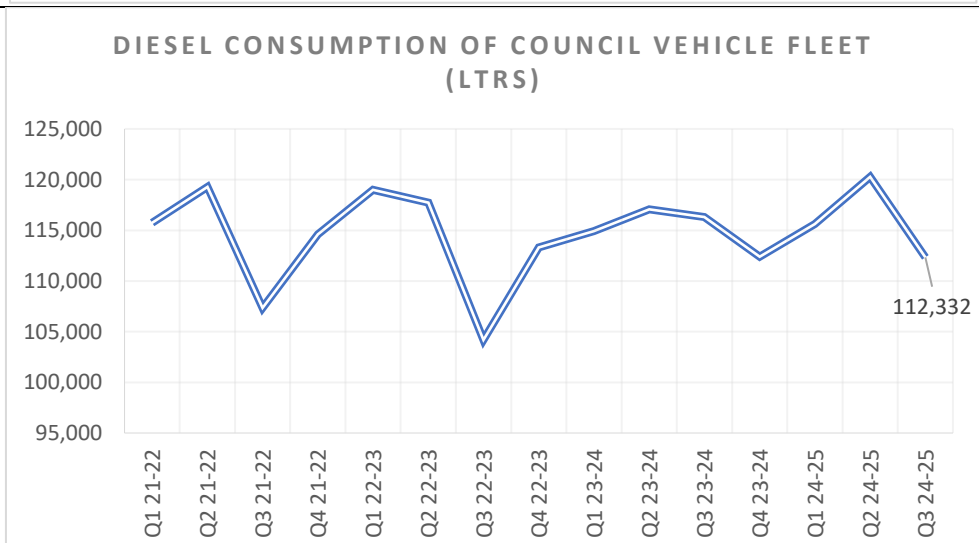
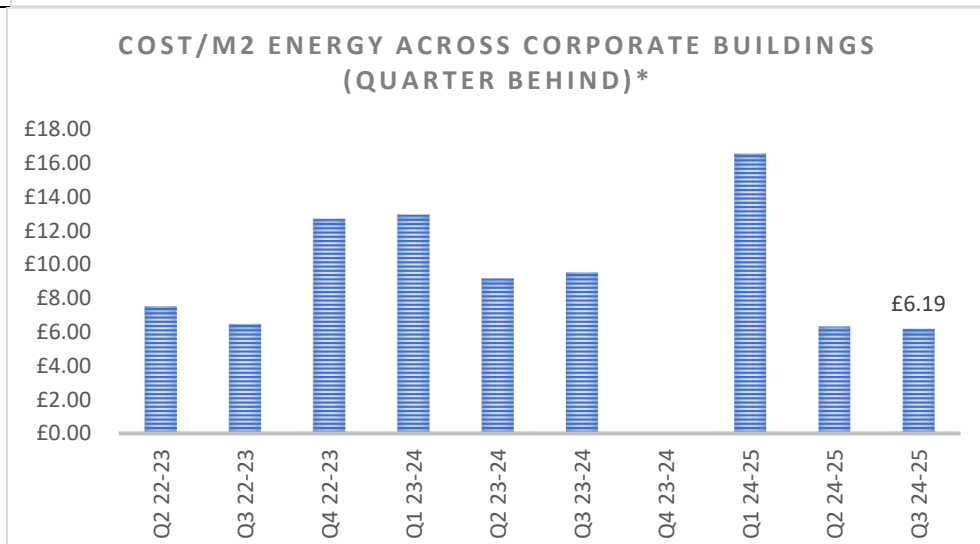
I	An inclusive and Prosperous Local Economy (Economy)
S	A Sustainable District (Environmental)
H	Healthy and Happy Communities (Social)
R	A Co-operative, Kind and Responsible Council (Governance)

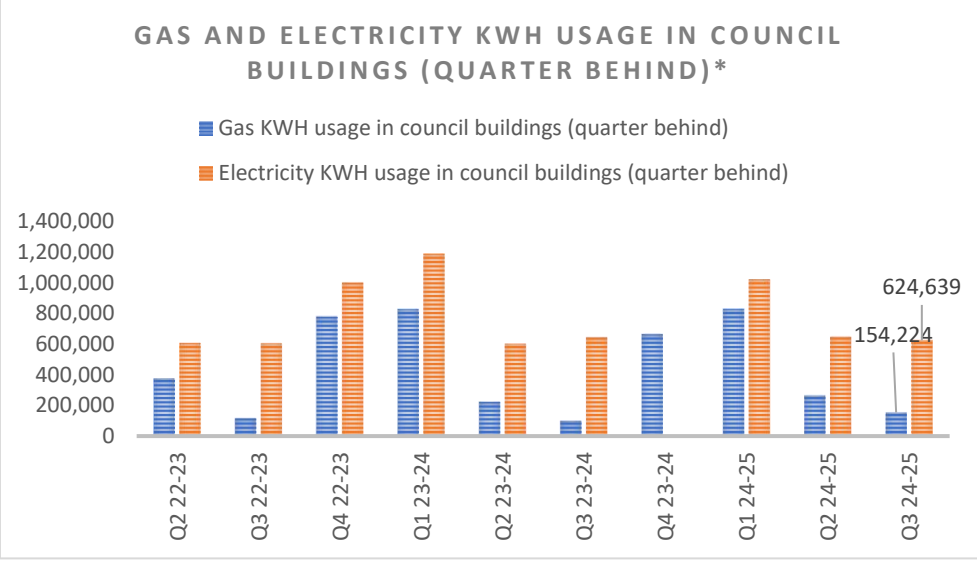
Measures marked with a * are usually compared to the same quarter from the previous year.

An Inclusive and Prosperous Local Economy (Economy)

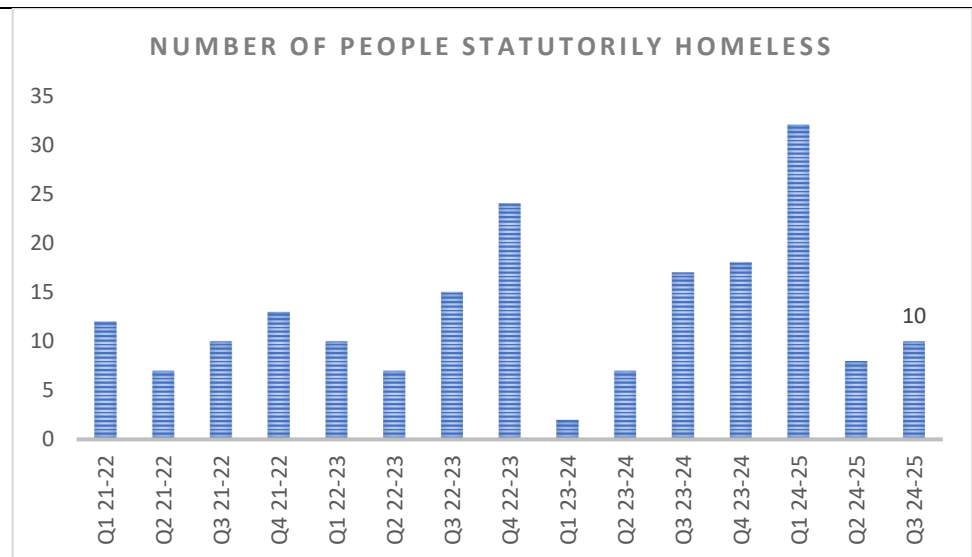
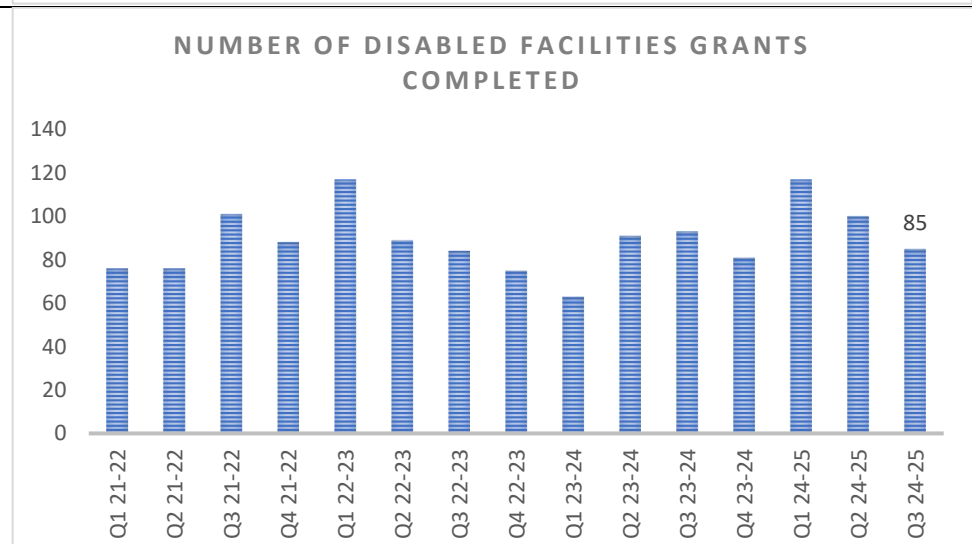
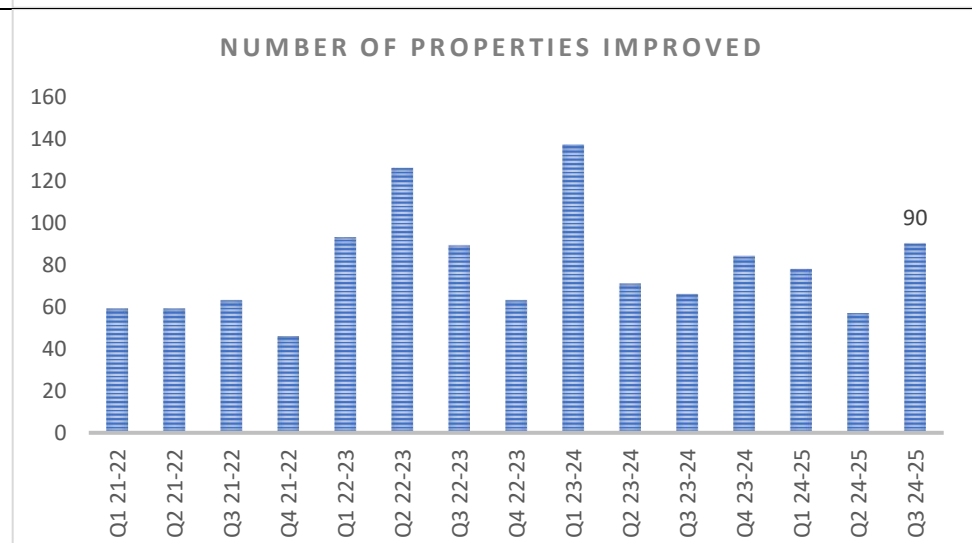
Priority	KPI Measure and Direction of Travel	Comments provided by KPI Owners
I		Performance is consistent with previous quarters and not only are applications being determined within a timely fashion, but quality of decision making is also above the national average. **High is good**
I		The performance of other applications aligns with the direction of travel of previous quarters. This shows the good work officers are doing in not only making decisions on time, but securing amendments to lead to fewer than 10% of those applications refused. **High is good**
I		Performance is above that of previous quarters and demonstrates a professional approach by officers. This quarter included the support of new student accommodation on Brock Street in the City Centre, and amendments to a scheme for 53 dwelling houses in South Lancaster by Oakmere Homes that is currently under construction. **High is good**

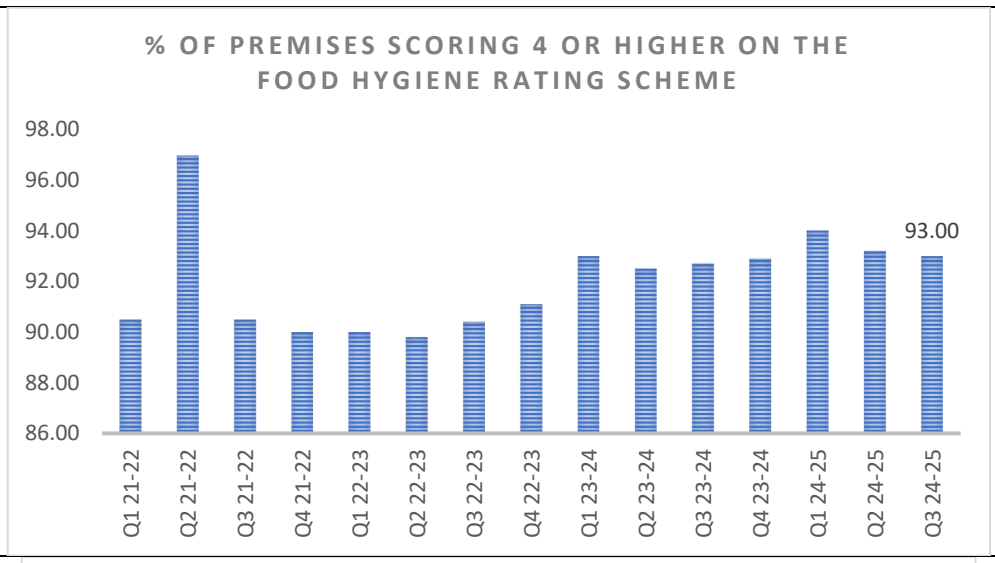
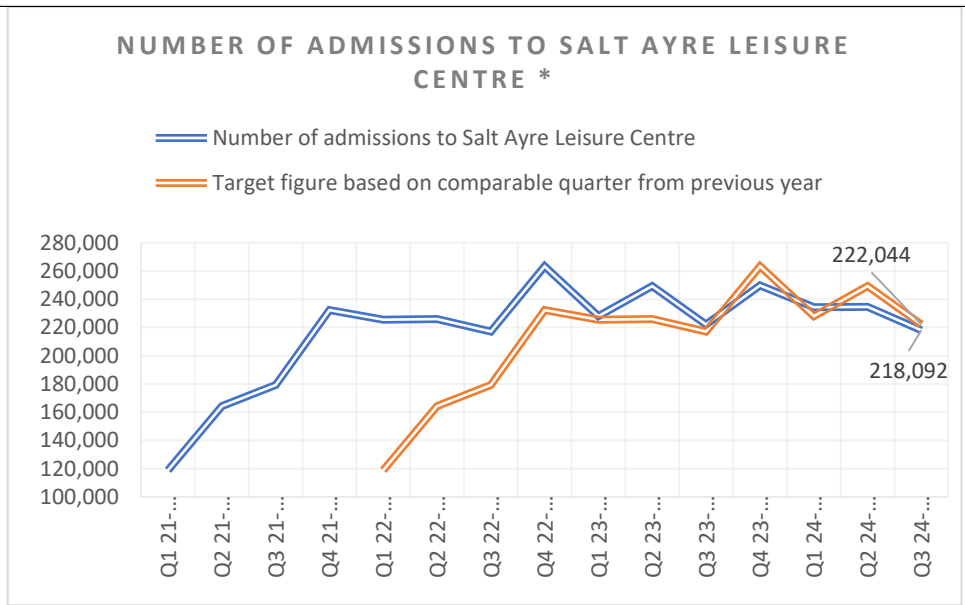
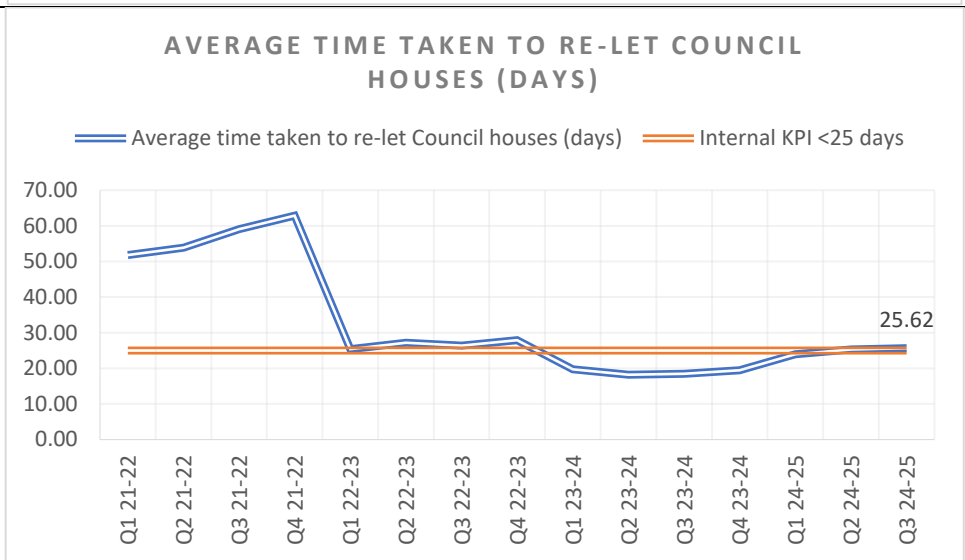
A Sustainable District (Environmental)

Priority	Measure and Direction of Travel	Comments
S		No comment available. **High is good**
S		No comment available. **Low is good**
S		There is a slight decrease in fuel usage this quarter, due to the Grounds Department suspending grass cutting for the winter season. The Refuse Department have also suspended the green waste collection for the winter season. **Low is good**
S		Energy consumption has slightly increased on 2023/24 figures, but energy costs have decreased over the same period. Further analysis would be required to check for reasons for consumption increase. **Low is good**

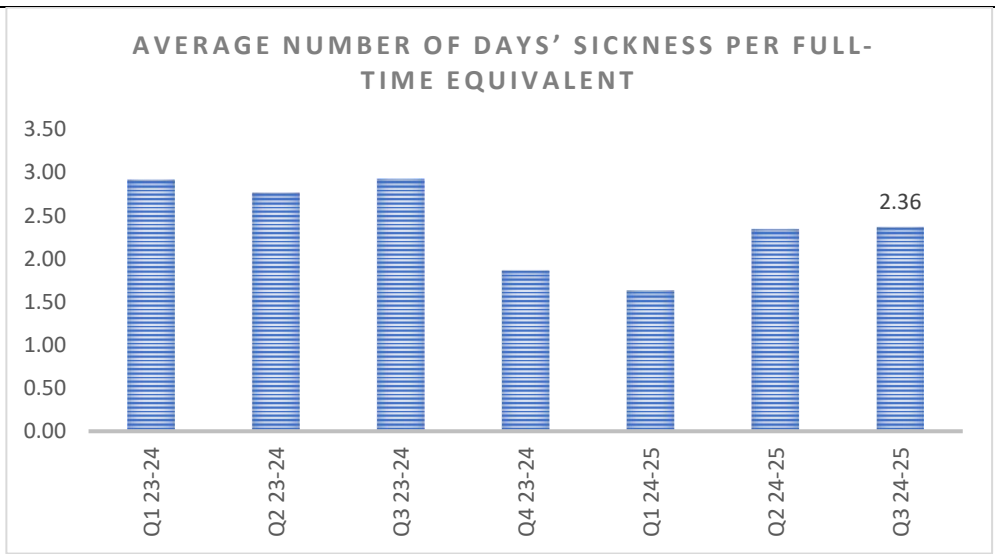
	S				Gas – Comparison with Qtr 3 from previous year shows consumption has seen a slight increase. Further analysis would be required to determine the cause for this change. Electricity – Comparison with Qtr 3 from previous year shows consumption has seen a slight decrease. Further analysis would be required to determine the cause for this change. **Low is good**

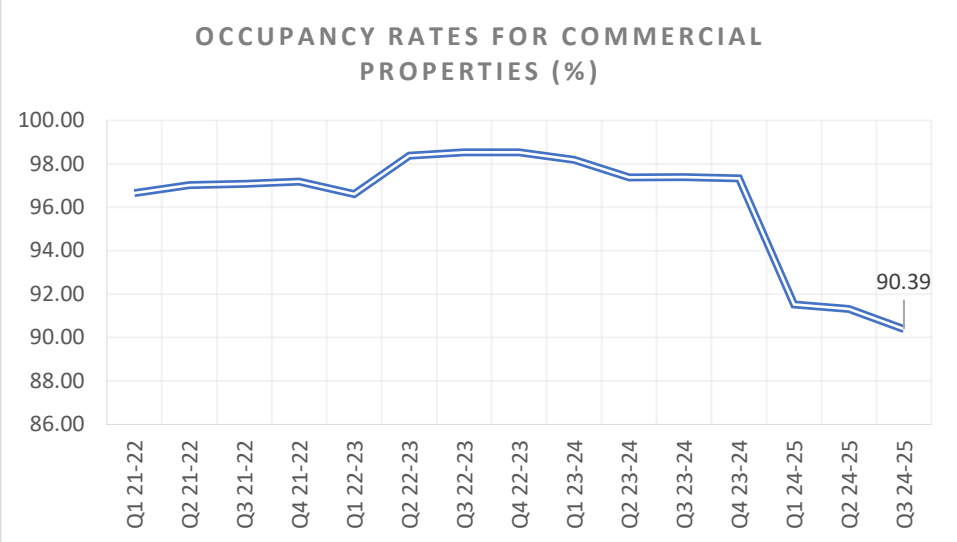
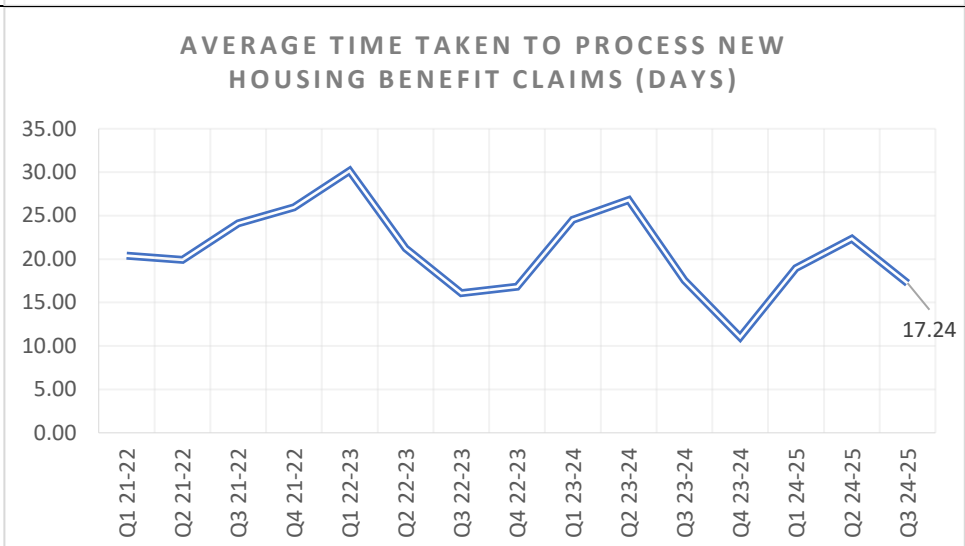
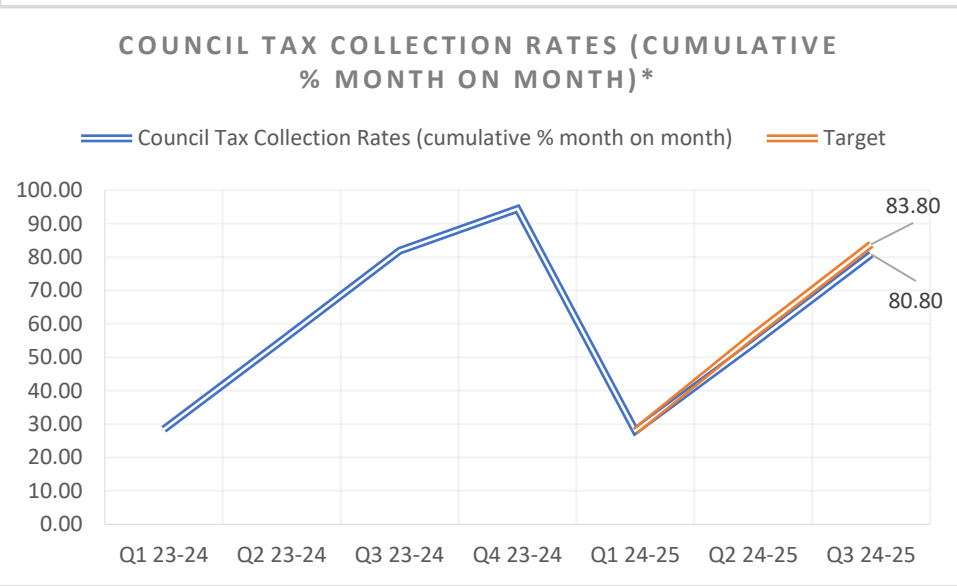
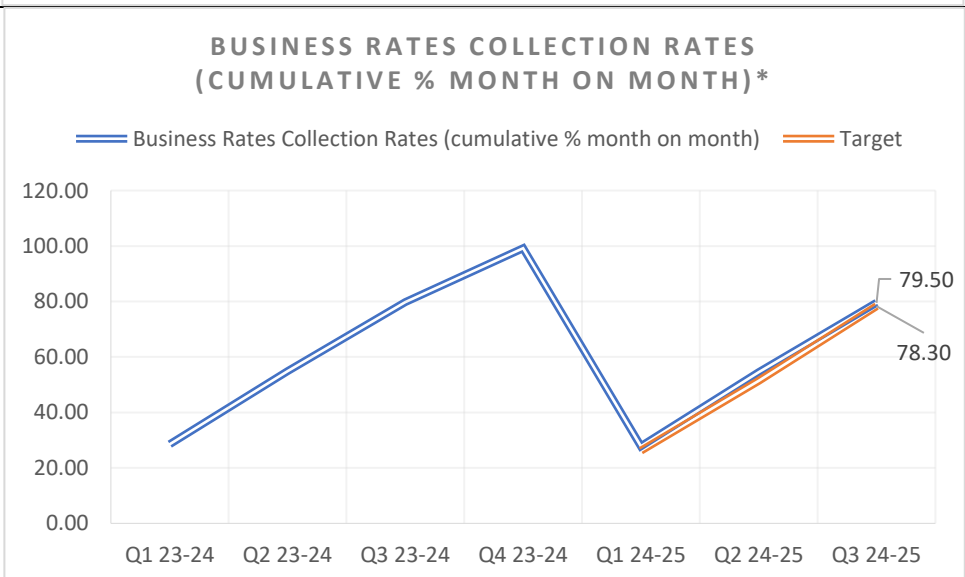
Healthy & Happy Communities (Social)

Priority				Measure and Direction of Travel	Comments
		H			No comment available. **Low is good**
		H			The number of completed grants in Q3 has returned to forecasted volumes. The number of completed grants at the end of Q3 is on target to maximise the available grant allocation. Grants continue to be completed in line with recommended government timescales and the average cost of completed grants is significantly lower than the national average. **High is good**
		H			An externally funded project working with colleagues in Housing Options has allowed additional visits to Supported Housing where improvements have been made to the standards of repair and fire safety. In our general work, damp and mould continues to be our most frequent complaint. **High is good**

I		H			98.3% of premises scored 3* or higher. Note - 3* = satisfactory, 4* = good **High is good**
		H			Throughput slightly reduced across Q3 is attributed to reduction in offer across areas such as the Spa, Swimming and Gymnastics due to staff turnover. Work is continuing to fill the current establishment, and marketing plans have been agreed to introduce new offers cross all departments in order to increase throughput and income streams. **High is good**
		H			Reduction of 2.44 calendar days for Standard Relet Times, (-8.69%). **Low is good**

A Co-operative, Kind and Responsible Council (Governance)

Priority				Measure and Direction of Travel	Comments
			R		The average number of days' sickness per FTE for Q3 is 2.36 days, reflecting an improvement from the same period last year (Q3 23/24), demonstrating progress in managing sickness absence. While there was a slight increase in short-term sickness—mainly due to seasonal colds, flu, and chest infections—this is in line with expected seasonal trends. Importantly, long-term sickness cases have decreased, indicating that our ongoing health and wellbeing initiatives are having a positive impact. Overall, our focus remains on supporting employees' health and reducing absence levels where possible. Maintaining a proactive approach to wellbeing will help sustain these improvements going forward. **Low is good**

			R				The occupancy rate remains high but has however dropped slightly since last quarter after the surrender of a lease of a property in Carnforth. There is interest in 7 out of the 10 current void properties with negotiations advanced in many cases which will translate to higher occupancy figures in future quarterly reporting. **High is good**
		H	R				No comment available. **Low is good**
		H	R				No comment available. Annual target for collection rate is 95% **High is good**
		H	R				No comment available. Annual target for collection rate is 98% **High is good**

LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

Corporate programmes and projects updates – 31st December 2024 - (Q3)

Priorities Key

I	An inclusive and Prosperous Local Economy (Economy)
S	A Sustainable District (Environmental)
H	Healthy and Happy Communities (Social)
R	A Co-operative, Kind and Responsible Council (Governance)

Status Key – Projects

R	Red – The project has experienced some major issues. Plan – the go-live date has slipped, Cost – over or under budget by more than 20%, Scope – several of the expected benefits may not be realised.	C	Complete or Closed
A	Amber – The project has experienced some issues. Plan – has slipped but won't affect go-live date, Cost – over or under budget by less than 20%, Scope – one or more benefits may not be realised.	N	Not Started
G	Green – The project is on track (within the project tolerance)	H	On hold
X	No data available / data not requested due to stage	* Projects in the Concept stage will not usually have updates	

An Inclusive and Prosperous Local Economy (Economy)

Priority				Project Name	Update	Due Date ** = To be confirmed	Stage	Updated	Status		
									Plan	Cost	Scope
I				Heritage Action Project	Grants to the supported projects are being paid until the end of Q4 24/25.	Q4 24/25	Complete	N/A	C	C	C
I	S			Canal Quarter Phase 3 (part of Canal Quarter programme)	Officers continue to develop options for temporary surface parking, permanent additional parking, and long-term parking solutions to mitigate concerns around potential loss of car parking sites on Canal Quarter to development. These options were informed by detailed discussions at a Cabinet Briefing in October 2024. Depending on the outcome of this work there may be implications on the timing for subsequent progress of releasing land for housing development.	** Phase 3 – Q3 26/27 Phase 4 - TBC Phase 5 – Q1 28/29	Delivery	22/01/25	G	G	G
I	S			Our Future Coast	Following the construction workshops (rope making, thatching and weaving), the completed products have been installed at Hest Bank and Bolton-le-Sands. BESE grids (waste potato starch grids) have also been procured and installed. MiniBuoys (open source wave monitoring devices) have been constructed and deployed, and are now collecting data. The planning application for the PhotoPost holder for Hest Bank has been submitted for advertising consent. Radar has been installed at Stone Jetty and work is progressing wit the radar installation at the Venus and Cupid site.	** Q1 27/28	Delivery	24/01/25	G	G	G
I				Fair Work Charter	Slight changes have been made to the Fair Work Charter to reflect queries raised by stakeholders and the current economic climate. This has been presented to Portfolio Holders for comments. Two versions of the charter to be prepared with contemporaneous amendments with the portfolio holder for Corporate Services recommending that the final version be discussed by the steering group, with Cllr Wood invited.	**	Delivery	03/04/25	G	G	G
I				1 Lodge Street Urgent Structural Repairs	The internal structural repairs and replacement of the first floor of the Carriage Works were completed this quarter. Many of the new timber windows were installed to assist making the building watertight and secure. The scope and price of a first phase of internal refurbishment to part of the ground floor was agreed for delivery in Q4 funded by UK SPF. The majority of demolition work in respect of the outrigger and ancillary building to the Coach House was completed.	Q3 27/28	Delivery	24/01/25	A	A	A
I		H		Centenary House (formerly reported on as Morecambe Co-op Building Renovation)	A package of enabling works totalling £212K was started and completed in this reporting period. The building has had all accessible asbestos removed, leaving on a flue on the roof and possibly the sofits to 1960s half of the building to be removed. The building has been cleared of all waste and had all soft materials stripped. The building is now able to have the final planned structural surveys that will inform the next phase of works. Previously, asbestos containing materials, suspended ceilings and plaster studwork prevented the building's structure from being fully surveyed.	** Q1 26/27	Delivery	20/01/25	A	A	G
I			R	Frontierland	The Morecambe Investment Tour was held in September to promote the opportunity to the market. It also provided an opportunity to engage with interested parties to understand their view of the council's requirements. Feedback was obtained from those who registered to attend the event. A special Project Board meeting was convened to review the feedback received. The board considered the feedback and changed the timescales for the receipt of initial responses but did not alter the requirements.	** Current phase – Q1 25/26	Delivery	20/01/25	A	A	G
I				Heysham Gateway	An update on the proposed Masterplan strategy and site investigations was given to the Capital Assurance Group on 19/06/24. The report consisted of information from the consolidated findings from Consultants WSP which included a suggested delivery strategy and highlighted the need for further ecological surveys given the nature of the site. A suite of these studies have been authorised and are being completed from the existing project budget. A Pre-Planning Application has been submitted and meetings have been held with city council planning officers and will continue to move through the formal protocol. Subject to securing additional funding from County Council and City Council, the proposal will move forward to full planning application and approval in early 2025.	** Current phase – Q1 25/26	Detailed Design	22/01/25	G	G	G
I		H		Canal Quarter - Coopers Field	Coopers Field is inherently dependant on the outcome of the emerging car parking strategy, and until this is completed, further project work has been paused.	On hold	On hold		H	H	H

I		H		Eden Project Morecambe	In November the Full Business Case for the Levelling Up Fund was signed off and City signed an MoU with MHCLG for the full £50M. Eden Project have now appointed the professional services team with WSP as lead. Furthermore Programme and Cost consultants RIDGE are now on contract, Initial introduction meetings underway.	** Q2 28/29	Detailed Design	**28/01/25**	**A**	**A**	**A**
I	S			Lune Flood Protection, Caton Road	Project (as is) has been brought to a close pending discussions with developer and development of mutual benefits at this location. We have reasonably completed all works to gateway 1 and closed down this project with the consultant. We are now working with the developer to deliver outcomes required of this project.	Unknown, due to discussion with developer	Feasibility	**24/01/25**	**G**	**G**	**G**
I		H		Williamson Park (Café and Play Development)	OBR working group has commenced and have reviewed the Alliance Leisure RIBA S1 business case which reports a turn key project at £3.2M investment. Local architects Harrison Pitt have been engaged to undertake a piece of work to look at a deliverable scheme to RIBA S1 that could include different sites or structures which will assist the group in looking at cost benefit analysis and affordability. Operational Teams are working on temporary catering offer for the summer period given the decision to close the cafe in the long term. Discussions have taken place with Property Services in order to undertake the procurement exercise for demolition in order to understand the cost of removing the current structures.	On hold	On hold	**01/04/2025**	**H**	**H**	**H**

A Sustainable District (Environmental)

Priority				Project Name	Update	Due Date	Stage	Updated	Status		
									Plan	Cost	Scope
	S			Burrow Beck Solar Farm (part of Carbon Neutral Programme)	Finalising detailed designs for Solar PV layout design and installed capacity. To be completed by 31 January. Updated glint and glare study required, and ecological and archaeological comments needed. If satisfied, a material planning amendment will be required. This will need to go to Planning Committee for a decision, but will not hold up progress of other activities.	Q2 25/26 (Nov 25)	Delivery	**24/01/25**	**G**	**G**	**G**
				Public Sector Decarbonisation Scheme Phase 3c (part of Carbon Neutral Programme)	MEP Consultants Ridge and Partners continue to work on detailed designs, up to RIBA stage 4, for all 3 sites – expectation is for completion of these by the end of Jan 25. As part of this, further reports on the structural integrity of the Butterfly House Boiler Room have had to be commissioned. Work has also been undertaken to establish the proposals and requirements for Electricity North West for supply upgrades to these sites. Pre-information notice and Expression of Interest out on CHEST to gauge market interest so that by 3rd February the planning application can be submitted. It is intended to have a provisional award of contract for a main contractor by 26/3/25.	Q4 25/26 (Mar 26)	Detailed Design	**24/01/25**	**G**	**G**	**G**
	S			Roof Mounted Solar Array – Gateway, White Lund (part of Carbon Neutral Programme)	This project is currently on hold as the instillation can't take place until after the roof works are complete. To generate savings through economies of scale, a single contractor will be appointed to deliver the Burrow Beck *and* Gateway solar projects. The tender for a contractor will go out in late Q3 / early Q4. Both projects should be delivered in 25/26.	Q4 25/26 (Mar 26)	On hold	**03/12/24**	**H**	**H**	**H**

Healthy & Happy Communities (Social)

Priority				Project Name	Update	Due Date	Stage	Updated	Status		
									Plan	Cost	Scope
	S	H		My Mainway (part of Homes Programme)	Full planning permission for 135 new Council dwellings (93 apartments and 42 terraced houses) on the former Skerton High School (SHS) site was granted in December and the attached planning conditions sign off. The successful planning application achieves a major project milestone and marks the transition of the scheme from design brief to a deliverable construction project once funding is secured. Business cases for bringing forward new housing exist and have been presented to CAG, these will be further developed to align more closely with Homes England, Treasury guidelines and overseen by the Mainway Project Board. Due to delays in funding opportunities the project is running behind schedule against the original plan for development, whilst the costs have increased aligned with additional planning requirements, taking the application from hybrid to full.	** Q4 27/28	Detailed Business Case	**25/03/25**	**R**	**A**	**A**
	S	H		Extra Care Scheme (part of Homes Programme)	This project is on hold pending resolution of the Section 106 legal agreement matters regarding the planning permission. There is continuing discussion with the applicant to try to remedy the issues.	On hold	On hold	**11/02/25**	**H**	**H**	**H**

Priority				A Co-operative, Kind and Responsible Council (Governance)								
				Project Name	**Update**	**Due Date**	**Stage**	**Updated**	**Status**		
									Plan	**Cost**	**Scope**
			R	Outcomes Based Resourcing (OBR) / Fit for the Future (FFTF)	The majority of the 15 projects in phase 1 of the Fit for the Future Programme are progressing, with a view to creating benefits review plans. The majority of the benefits will be realised at the end of the financial year 25/26 as changes made take time to filter through.	Current phase from Q3 24/25 to Q3 25/26	Delivery	**04/04/25**	**A**	**G**	**G**
I		H	R	UK Shared Prosperity Fund (UKSPF)	To follow	** Current Phase – Q4 24/25	Delivery	**N/A**	**X**	**X**	**X**
			R	High-Capacity Fibre Cable Network Provision (part of Digital Programme)	Fibre has been blown into a large amount of the tube and fibre has been drawn through Salt Ayre ready to be spliced. Once all the fibre has been spliced, we can begin to carry data over the network. The areas that are still in progress are due to be completed to be completed over the next few weeks, but they do not pose a delay to the project overall.	Dates to follow in Q4	Detailed Design	**20/01/25**	**A**	**G**	**G**
	S		R	White Lund Depot	The new Canteen and Welfare facility have been handed over and are in operational use. The new Office will be handed over as scheduled on Friday 17th January, with staff occupying from Friday 24th January. The tender for the old Office demolition is now live, and the demolition is expected to be undertaken in April/May. The majority of the project is expected to be completed by the end of Q1 25/26.	Current phase – Q4 24/25. Demolition Q2 25/26	Delivery	**22/01/25**	**G**	**G**	**G**

CABINET

Strategic Risk Management
15 April 2025

Report of Chief Executive

PURPOSE OF REPORT					
To provide Cabinet with an update on the authority's progress in updating the Strategic Risk Register.					
Key Decision		**Non-Key Decision**	**X**	**Referral from Cabinet Member**	
Date of notice of forthcoming key decision	N/A				
This report is public, with appendix B being exempt by virtue of paragraph 3 of Schedule 12A the Local Government Act 1972.					

RECOMMENDATIONS OF PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

(1) Cabinet note the updated Strategic Risk Register for Q2 24/25, as shown as appendix A (public report) and appendix B (restricted report).

1.0 Introduction

1.1 Quarter Three Strategic Risk Report as updated by Leadership Team to be seen by Cabinet to be noted.

2.0 Proposal Details

2.1 There are currently 26 Strategic Risks open on the register.

2.2 The attached appendices show the changes to the council's Strategic Risk Register made during the last quarter, covering the time period 29th October 2024 to 24th February 2025. Changes are highlighted using red text. A summary of the main changes are:

- Two new Strategic Risks have been added to the register. These are "SR28 – Delivery of Mainway Project" and "SR29 – Local Government Reorganisation".
- Risk reviews have been run against 18 Strategic Risks.

- Action plan due dates have been updated for risks SR01, SR02, SR06, SR09, SR14, SR26, SR27, SR28 and SR29.
- New control measures added for risks SR01, SR04, SR05, SR12, SR20, SR27, SR28 and SR29.
- The residual and target risk scored for risk SR04 has reduced.
- Three of the Strategic Risks are red. Of these, risks SR11 and SR29 are above the Council's risk appetite.

3.0 Details of Consultation

3.1 Not applicable

4.0 Options and Options Analysis (including risk assessment)

4.1 Not applicable

5.0 Officer Preferred Option (and comments)

5.1 Cabinet to note the Council's Strategic Risks.

6.0 Conclusion

6.1 Cabinet to note the Council's Strategic Risks.

RELATIONSHIP TO POLICY FRAMEWORK The Council have a Risk Management Policy, which is written to provide guidance on the management of risk. Risk Management is identified in the Council Plan 2024-27.
CONCLUSION OF IMPACT ASSESSMENT **(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)** No direct impact arising from this report, which provides an updated copy of the authority's Strategic Risk Register.
LEGAL IMPLICATIONS No direct legal implications arising from this report.
FINANCIAL IMPLICATIONS No direct financial implications arising from this report.
OTHER RESOURCE IMPLICATIONS **Human Resources:** No direct HR implications arising from this report. **Information Services:**

No direct ICT implications arising from this report.

Property:

No direct property implications arising from this report.

Open Spaces:

No direct open spaces implications arising from this report.

SECTION 151 OFFICER'S COMMENTS

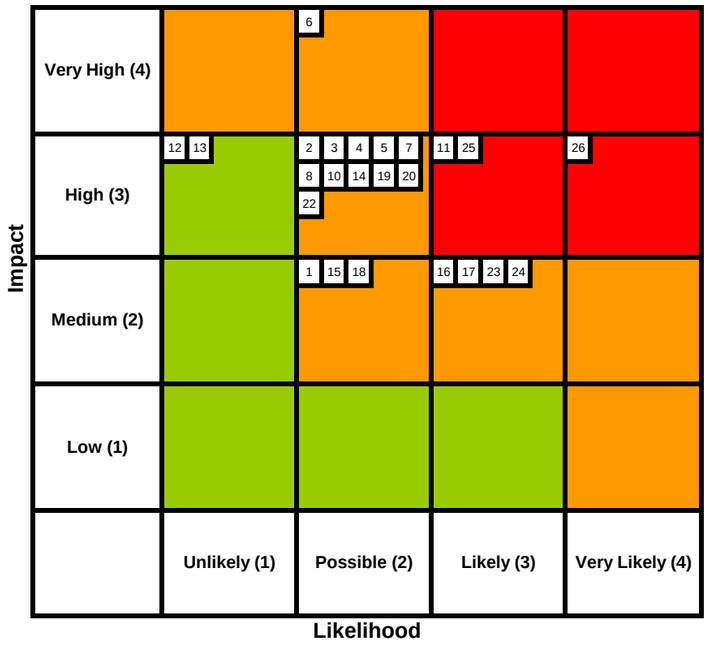
The Section 151 Officer has contributed to this report in his role as Chief Officer Resources, including responsibility for Internal Audit.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS	**Contact Officer:** Claire Dubelbeis, Projects and Performance Manager **Telephone: 01524 582505** **E-mail:** CDubelbeis@lancaster.gov.uk **Ref:** N/A
None.	

Strategic Risk Register - Risk Map - 26.02.25



NOTE 1: All risks have been reviewed in the run up to the production of the report on 26th February 2025.
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 24.02.25

Red text used to highlight changes since the previous report

Risk No.	Risk and Owner	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	Date Last Reviewed	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. Mark Davies Paul Thompson	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	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 Claire Dubelbeis Alex Kinch	31/12/2025	03/02/2025	Action closed as it is now a control measure. Further action has the date extended until the end of 2025. Claire D added as action owner, for monitoring purposes.
					Council Strategies	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy							
					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.							
					Fit for the Future Strategy	The Strategy contains a number of principles to achieve Financial Stability.							
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. Mark Davies Paul Thompson	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 Claire Dubelbeis Alex Kinch	31/12/2025	03/02/2025	Action has the date extended until the end of 2025. Claire D added as action owner, for monitoring purposes.
					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.				
3	SR03 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver Alex Kinch	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)		22/10/2024	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. Joanne Wilkinson ~~Paul Thompson~~	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	6 (3x2)	Property Financial	Use of Council Assets	Capital Strategy Group	4 (2x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson	31/03/2025	17/12/2024	Paul Thompson removed as risk owner
					Use of Council Assets	Ongoing OBR workstream reviewing assets							
					Use of Council Assets	Performance monitoring of leases implemented		Council Assets	Updated Asset Management Strategy to be developed to incorporate property performance, as well as Estates and FM areas.	Paul Mackie Joanne Wilkinson Dan Wood	31/03/2026	21/01/2025	Continued progress - condition surveys completed and information analysed and presented to OBR assets and Cabinet. Resultant agreed programme of works now fed through 10 year budget programme. Additional resources identified to assist delivery of work. Disposal of assets being considered on a case by case basis when reasonable offers are being made and progress against disposals agreed continues. The Asset OBR group is meeting regularly. Commercial Property Manager recruited to.
					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	01/04/2025		
					Use of Council Assets	Stock Condition Surveys for property group completed							
					Use of Council Assets	Asset Management Strategy in place,							
					Use of Council Assets	Officer energy fit for the future group completed recommendations and report produced presented at OBR Assets							
					Use of Commercial Assets	Commercial Manager post recruited to.							
					Use of Commercial Assets	Estates Improvement Plan developed							
					Use of Council Assets	10 year capital programme developed and fed through the budget							
					Use of Council Assets	Energy Officer to be recruited to support reductions in utility costs.							
					Use of Council Assets	Project Officer to be recruited to - to support delivery of increased capital / revenue projects for next three years.							

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	29/01/2025	Alex provided the update made.
					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		
	Kirstie Banks-Lyon Alex Kinch				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.							
					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.							
					Corporate Resilience Exercises - January 2025	The LGA held two corporate resilience exercises with managers w/c 20th January 25.							

6	SR06 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030. Mark Cassidy	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)	Strategy Project / Programme	Delivery plan in place	Climate Change Action Plan - the Climate and Nature Strategy will supersede this	8 (4x2)	(i) Climate and Nature Strategy	The Council continues to work on the delivery of its CaNS. This is a vision for a climate-resilient district. It will be co-produced by the Council and other stakehodlers. Details here: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates	Mark Davies	31/03/2025	24/02/2025	Updated information supplied by Mark Cassidy. Including revisions to control measures and action plans. The Council continues to make good progress across a number of climate workstreams, including: (i) The Local Area Energy Plan (LAEP) was adopted at October Cabinet. Officers are now tasked with workign up feasbility proposals and reporting back to Cabinet in due course. Discussions regarding the potential for UKSPF assistance regarding implementation of the LAEP are ongoing. (ii) The District Climate and Nature Strategy (CaNS) public events have been completed and the CaNS continues to be prepared. The date for outturn has moved back to End-May 2025 due to some consultancy delay. (iii) Detailed delivery plans (and relevant planning applications and other consent-based regime submission) are being advanced for the successful Salix-funded decarbonisation for The Storey, Williamson Park and CityLab. (iv) The Council's proposed solar PV scheme at Burrow Beck is in delivery phase. A Section 73 (amendment) application has been submitted seeking to amend detail including the angle of panels and the provision of drainage swales. (v) It has been agreed with the Climate Action Portfolio Holder that an Annual Report regarding the Council's progress to Net Zero by 2030 for its own (Scope 1) activities will be produce at the end of every calendar year. The Cabinet meeting of 2 December 2025 has already been reserved for the first Annual Report.
					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							
					Development of the Local Area Energy Plan and the emergence of the Climate and Nature Strategy	Local Area Energy Plan (LAEP)has been adopted by Cabinet (Oct 2024) and it set out the district's most cost-effective pathways to net zero. Climate and Nature Strategy (CaNS) is funded by a UKSPF award and will be the Council's Climate and Nature Action Plan, bringing together all climate and biodiversity workstreams under one document with realistic ambitions that align with the Council Plan.		(ii) Local Area Energy Plan	LAEP sets out a long-term vision for decarbonising the district by 2040 and looks beyond the council's own 2030 target for its direct activities. The LAEP sets out the changes required to transition the Lancaster district energy system and built environment to net zero while also addressing fuel poverty. It details what changes are required, where, when and by whom. Since the last review the LAEP has been formally adopted by this Council. Next stages for implementation are being considered alongside potential for UKSPF assistance.	Mark Cassidy	31/03/2025		

7	SR07 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes. Mark Davies Luke Gorst Paul Thompson	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	06/01/2025	This risk has been reviewed and remains unchanged.
					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. Mark Davies	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.		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. Mark Davies	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				
					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. Mark Davies	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. Mark Davies Paul Thompson	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)		03/02/2025	Action closed as it is now a control measure.
					OBR / Fit for the Future	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.				
13	SR13 The Council's reputation is damaged through its own actions or actions of others in the District Mark Davies	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. Mark Davies Paul Thompson	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	07/02/2025	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		Level of Reserves	Ensure that the Council holds an adequate level of reserves to ensure that it is able to mitigate variations in the short to medium term	Paul Thompson	31/03/2025		
					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. Mark Davies Jonathan Noad	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. Mark Davies Jonathan Noad	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)	CPC review and action plan.	CPC review and action plan.	Alex Kinch	28/02/2025	22/10/2024	New action added. Risk review carried out on behalf of Alex Kinch.
					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. Mark Davies Luke Gorst	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)					06/01/2025	The risk has been reviewed and remains unchanged, other than the word 'recently' being deleted from on of the control measures.
					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 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. Mark Davies Jonathan Noad	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 Dennis Graham Paul Mackie Joanne Wilkinson	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)	Non-compliance with BSE	Improved information to be updated on website	Paul Mackie Joanne Wilkinson	30/09/2025	21/01/2025	Limited change - safety case files not yet called in. Engagement startegy for high rise blocks approved. Cladding survey on Park House commissioned - results expected mid-Feb.
					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.							
					Non compliance with BSE	Commissioned external cladding survey for Park House - results due mid Feb.							
					Non compliance with BSE	Information updated on improved intranet pages							
					Non- compliance with BSE	Resident engagement strategy for building safety approved							

20	SR21 Non compliance with Regulator of Social Housing Standards Dennis Graham Pete Linsley Joanne Wilkinson	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)					21/01/2025	Limited change. Continue to keep abreast of what's going on through the sector.
					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 Paul Thompson	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, business case due for completion by March 2024	Nick Goulden Paul Thompson	31/03/2025	07/02/2025	Contractors have been engaged to develop scope and cost the provision of a liquid cooled data centre located at Salt Ayre. The expectation is that this will be concluded February 2025 with a full business case being considered by CAG & Cabinet shortly after. Provision has been made within the Councils Development Pool
					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	SR26 - Increasing costs of temporary accommodation for the homeless Joanne Wilkinson	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	Exploring leasing arrangements with private landlords to seek to reduce bed and breakfast costs	Sharon Parkinson Joanne Wilkinson	06/06/2025	04/02/2025	Positive trajectory being seen with reduced costs of B+B provision. Some additional winter pressure funding received from MHCLG. Monthly monitoring happening. MIAA audit completed and team to work through action plan recommendations. Project Officer starting in Feb - which should pick up some additional capacity.
					Increasing homeless temporary accommodation costs	Some access to grant funding to off-set costs (although limited and unpredictable).		Increasing homeless temporary accommodation costs	Conversion of former CAB building on King Street to 4 x units of temporary accommodation.	Sharon Parkinson Joanne Wilkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	Bed and breakfast plan developed for DLUHC							
					Increasing homeless temporary accommodation costs	Regular case work management in team of cases in bed and breakfast		Increasing homeless temporary accommodation costs	Progress actions from internal audit.	Sharon Parkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	All B+B placements passed by manager for approval							
					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							
					Increasing homeless temporary accommodation costs	Monthly spend / income monitoring now in place.							
24	SR27 - Waste Strategy Will Griffith	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	Fit for Future Waste Group and Waste Implementation Officer Working Group.	Regular meeting with officers and members taking place to ensure milestones are met.	2 (1x2)	Waste Strategy Implementation	Officer working groups and relevant sub groups have started in order to develop a project delivery plan.	Will Griffith	31/03/2026	05/02/2025	Control Measures, Actions and Target score added to risk. Officer Working Groups set up and meeting weekly. Currently involving officers from legal, procurement, communications, environmental protection, waste, finance and customer services.

25	SR28 Delivery of Mainway Project Joanne Wilkinson	Delivery of the Mainway project is not executed as planned. Potential Consequences - Reputational risk and loss of trust from residents, risk around finances and health and safety implications. Delays could also put pressure on staff resources. This risk is on the Housing Risk Register as "H02 Delivery of Mainway Project" (9th Dec 2024)	9 (3x3)	Project / Programme	Mainway project	Reports completed on a quarterly basis to update on project progress at a corporate level.	2 (1x2)	Mainway project	Procurement of next stages to be completed	Joanne Wilkinson	29/09/2025	21/01/2025	Since first review - planning permission for school site has been granted. Meeting of the Board has not progressed as much as would have liked but meetings now scheduled from February onwards. Discussions with Homes England re: funding continue - although at present there is no clear prospect of funding due to current HE funding contstraints - this issue has been raised at a meeting with Cat Smith. Paul Thompson commissioning MIAA to develop project business plan.
					Mianway project	Fortnightly project team meetings reviewing progress.		Mainway project	Lune and Derby Houses to be disposed of	Joanne Wilkinson	30/04/2025		
					Mainway project	Additional resource put into the project by way of Andrew Whittaker moving into a dedicated Lancaster City Council Development Manager post to support the success of this over the course of 23/24		Mainway project	Sub-groups for governance structure to be established.	Joanne Wilkinson	01/05/2025		
					Mainway project	Demolition of school site completed		Mainway project	Business Plan to be comissioned through MIAA via Paul Thompson	Joanne Wilkinson	01/05/2025		
					Mainway project	Regular meetings with Homes England taking place to keep them abreast of developments		Mainway project	Masterplan to be completed	Joanne Wilkinson	27/06/2025	19/12/2024	This risk was copied from the Housing risk register to the Strategic Risk register at the request of Jo Wilkinson on 9th December 2024, linked to request from a Council meeting that this should be on strategic risk register.
					Mainway project	Financial model put forward to Link							
					Mainway project	Planning application approved for Phase 1a and b							
					Mainway project	Various and ongoing engagement events / information sessions with residents and councillors							
					Mainway project	New governance structure with Project Board, Scrutiny Group and sub-groups established.							
					Mainway project	MIAA audit review completed							
26	SR29 - Local Government Reorganisation Mark Davies	In December 2024 the government told local authorities across the UK that Local Government Reorganisation (LGR) will be brought in for geographical areas who have not yet participated. The aim being to create Council's with a population of 500k, or more, in most cases to provide efficiency benefits in the delivery of services. In the short term, whilst these changes are being implemented, this can lead to a number of risks to the delivery of local services. The main concerns being delivering the Ambitions as stated in the Council Plan 24-27 and the risk of staff leaving the Council causing problems in the delivery of services.	12 (3x4)	Strategy	Regular discussions at LT and with Members	Regular discussions at LT and with Members, involving other nearby Council's as appropriate.	4 (1x4)	LGR Steering Group	Set up LGR steering group for Cabinet and senior officers	Mark Davies	31/03/2025	12/02/2025	Initial risk review run, in order to trigger future automatic reminders within the Grace system.
								Liaise with Management from nearby Lancashire Authorities	Liaise with Management from nearby Lancashire Authorities to understand their thinking and positions.	Mark Davies	31/03/2025		

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted