



Committee: CABINET

Date: TUESDAY, 10 MARCH 2026

Venue: MORECAMBE TOWN HALL

Time: 6.00 P.M.

A G E N D A

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on Tuesday, 10 February 2026 (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 (Pages 4 - 6)**

Fit for the Future (report published on 3.3.26)

Reports

7. **Rent and Service Charge Setting Policy** (Pages 7 - 18)
(Cabinet Member with Special Responsibility Councillor Caroline Jackson)

Report of Chief Officer Housing and Property

8. **Projects and Performance Quarter 3 2025-26** (Pages 19 - 32)
(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Report of Chief Executive

9. **Strategic Risk Management** (Pages 33 - 51)
(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Report of Chief Executive

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

10. **Exclusion of the Press and Public**

This is to give further notice in accordance with Part 2, paragraph 5 (4) and 5 (5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to take the following item(s) in private.

Cabinet is recommended to pass the following recommendation in relation to the following item(s):-

“That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item(s) of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.”

Members are reminded that, whilst the following item(s) have been marked as exempt, it is for Cabinet itself to decide whether or not to consider each of them in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local Government Act 1972, and also whether the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In considering their discretion Members should also be mindful of the advice of Council Officers.

11. **Industrial Style Roof Repairs** (Pages 52 - 56)
(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Report of Chief Officer Housing and Property (report published on 6.3.26)

12. **Lancaster Canal Quarter Early Phase Housing Proposals - Procurement and Delivery Matters** (Pages 57 - 93)
(Cabinet Member with Special Responsibility Councillor Caroline Jackson)

Report of Chief Officer Sustainable Growth. (report published on 6.03.26)

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Caroline Jackson (Chair), Peter Jackson, Mandy Bannon, Martin Bottoms, Tim Hamilton-Cox, Paul Hart, Sally Maddocks, Sam Riches and Sue Tyldesley

(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 FRIDAY 27 FEBRUARY, 2026.

CABINET**Fit for the Future****10th March 2026****Report of Overview and Scrutiny Committee****PURPOSE OF REPORT**

To request Cabinet to consider the recommendation from the Overview and Scrutiny Committee regarding Fit for the Future.

This report is public.

RECOMMENDATIONS OF OVERVIEW AND SCRUTINY

The Overview and Scrutiny Committee recommends that the Fit For the Future (FftF) programme continues to encourage both modernising and innovative practices and develops a framework of measurable outputs to enable successful monitoring.

Members recognise the workload and pressure that is already placed on officers so we would like to consider how one of the current projects could be aligned to demonstrate these measurable outputs. The Committee would be happy to work with officers on a task or working group to see how this can be achieved. The Committee would be happy to select a project with the officers.

1.0 Introduction

At its meeting held on 4th February 2026, the Overview and Scrutiny Committee considered a paper circulated by the Chair of the Committee regarding Fit for the Future.

2.0 Background

2.1 The Committee agreed to undertake a scrutiny review of the Fit for the Future (FftF) work programme and received a report and presentation at the September 2025 meeting. Members expressed some concerns about the monitoring process and the lack of defined outcomes, milestones or financial costs/savings.

2.2 A second presentation, taking account of these concerns, was presented to a workshop for Overview and Scrutiny Committee (O&SC) and the Budget and Performance Panel (BPP) on 14th January, with all other Members of Council invited to attend. This second presentation was much more effective in highlighting the undoubted success of many of the projects. Members also recognised the examples of good practice recognised both internally and by peer group mentors. It is however, extremely difficult to find a clear picture of the aims, milestones and outputs from the various projects. There was also a considerable overlap between sensible and good management practice and the innovative projects within FftF - there is a need to separate and differentiate between them and ensure FftF remains an innovative collection of projects.

3.0 Commentary from the Auditors

- 3.1 In the 2024/25 audit report KPMG highlighted the proposed savings to be made via Outcomes Based Resourcing (OBR) of £1.2M. At the year end the savings realised amounted to £385K (32%). OBR is the overarching programme within which FftF lies. [\[Company name\]](#)
- 3.2 The Auditors are complimentary about the ambition of OBR which reduced the forecast budget in 2024/25 by approximately £2.7M.
- 3.3 The above two statements appear to show some ambiguity.

4.0 Stated aims of FftF Programme - “To provide opportunity to change, improve, modernise and digitise our service, feeding into the council plan.”

- 4.1 The programme is key to the Council’s ambition to reducing our revenue gap and improving services to our residents.
- 4.2 The Committee would recommend that each project should define how it intends to reflect each of these criteria:

Modernise the service
 Digitise the service
 Improve the service
 Fit with the Council Plan

- 4.3 The project should, at the earliest opportunity, define any costs, a timeline for delivery, and projected savings (if any). This will be a major monitoring tool for both members and officers.

5.0 Options and Options Analysis (including risk assessment)

	Option 1: To agree to the Overview and Scrutiny Committee’s recommendation	Option 2: Not to agree to the Overview and Scrutiny Committee’s recommendation
Advantages	To enable effective scrutiny to be undertaken on Fit for the Future.	No benefits. This would not enable effective scrutiny.
Disadvantages	There are no disadvantages.	To hamper effective scrutiny.
Risks	None.	None.

The Overview and Scrutiny Committee’s preferred option is Option 1 – to agree to the Overview and Scrutiny Committee’s recommendation.

6.0 Conclusion

- 6.1 Cabinet is requested to agree the recommendation of Overview and Scrutiny Committee.

7.0 Officer Comments

- 7.1 It is suggested that the project chosen for further review by O&SC is one which is now either in the business as usual phase, with some benefits still to be realised or is approaching completion, in order that the committee can see the measurable outputs. Officers will be able to suggest a number of projects that fulfil the above

criteria.

RELATIONSHIP TO POLICY FRAMEWORK

The FfT Programme delivers on a number of Council Ambitions, namely:

- 1.5 Reduced Waste
- 1.6 Low Carbon and Active Transport
- 2.1 Social Use of Resources
- 2.4 Investment and Regeneration
- 3.3 Access to Culture and Leisure
- 3.4 Community Engagement
- 3.5 Reduced Inequality and promote wellbeing
- 4.1 Value for Money
- 4.3 Investing in Our Skill and Facilities
- 4.5 Innovative Public Services

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability etc)

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

FINANCIAL IMPLICATIONS

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

DEPUTY SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

DEPUTY MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None.

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Principal Democratic Support
Officer

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CABINET

**Rent and Service Charge Setting Policy Report
10th March 2026
Report of Chief Officer – Housing and Property**

PURPOSE OF REPORT			
This report and associated policy confirms the Council's position to rent and service charge setting as laid out within the Council's HRA budget report (February 2026 – amended annually).			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date of notice of forthcoming key decision	12 th February 2026		
This report is public			

RECOMMENDATIONS OF Cllr Caroline Jackson (Member with Responsibility for Housing and Homelessness, Leader of the Council.)

- (1) That the Policy as set out is confirmed.
- (2) That Officers review options around introducing market rent for residents with an income over £60,000, and this is consulted on and considered as part of future budget setting processes.

1.0 Introduction

- 1.1 This policy set out within this report (Appendix 1) details the Council's approach to setting rents and service charges in its Housing Revenue Account (HRA) Council owned homes and garages, as already approved within the HRA Budget Report (February 2026).
- 1.2 This policy will ensure compliance with all relevant legislation and the standards set out by the Regulator of Social Housing.
- 1.3 The report details other opportunities which the Council could consider for increasing rental income in future, but which are not incorporated within this current policy.

2.0 Rent and Service Charge Setting Policy

- 2.1 The policy outlines the Council's framework for setting reviewing and applying rents and services charges for the properties managed within the Housing Revenue Account (HRA), including providing the legal and regulatory context and the operational rules that the Council follows each year.
- 2.2 The Council currently only uses Social Rent, applying the Government's formula rent system which takes account of the property value, local earnings,

and bedroom numbers to ensure consistency and fairness across similar homes.

- 2.3 Annual rent increases are approved by Cabinet and noted by Council annually and have generally followed the nationally permitted limit of CPI+1%.
- 2.4 When properties are re-let, rents are reset to formula rent whilst the most recent rent approach approved by Cabinet allows for a rent flexibility of 5% above formula rent for general needs tenancies, and 10% flexibility above formula rent for supported housing including sheltered housing.
- 2.5 The policy defines how service charges are calculated and reviewed. Charges relate only to services provided and must comply with legal agreements and statutory consultation requirements. Whilst the Council aims to keep service charge increases broadly aligned within CPI+1% over time (subject to consideration of all material factors and review), it acknowledges year-to-year fluctuations based on actual operating costs.
- 2.6 The policy confirms rent cycles, notice periods, and the handling of void rents.
- 2.7 Annual rent and service charge changes are approved through the Council's budget process and applied from the first Monday in April, with at least four week's notice to tenants.

3.0 Additional considerations for rent setting

- 3.1 The Council has the option to set rents at levels higher than social rents, known as Affordable Rent, in order to generate additional funds for investment in new affordable housing. This would be done on the basis of the Council receiving grant funding from Homes England to develop and provide new Council homes for rent, which would be at Affordable Rent levels. As this is not currently delivered by the Council this has not been included within the scope of the policy.
- 3.2 From April 2015, the Government made it possible for social landlords to charge a full market rent where a social tenant household has an annual income of at least £60,000. This was designed to allow landlords to make better use of their social housing, rather than requiring them to provide sub-market rent properties to households with relatively high incomes. The Council does not do this presently and any changes would need to be fully considered, consulted on, and changes included within the Council's Allocations Policy.

4.0 Details of Consultation

- 4.1 The approach laid out in this policy as approved by Cabinet was presented to Tenants Voice and the Council Housing Advisory Group on 29th January – details of note were confirmed within the budget reports approved.

5.0 Options and Options Analysis (including risk assessment)

	Option 1: To approve the policy and recommendations as set out in the report.	Option 2: That an alternative approach be considered.
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Advantages	Ensures continued compliance with regulatory requirements. The Council has an agreed approach to rent and service charge setting.	None known.
Disadvantages	None known.	This would completely undermine the Council's budget setting approach which is a statutory obligation. Further areas can be explored where legitimate and incorporated within future budget setting processes through due process.
Risks	None known.	Risk of non-compliance, reputational harm.

6.0 Officer Preferred Option (and comments)

6.1 Option 1: This allows officers to have a clear and transparent policy approach in line with budget setting agreements, and meets regulatory requirements.

7.0 Conclusion

7.1 The Rent and Service Charge Setting Policy provides a robust and transparent framework that supports the Council's statutory budget-setting arrangements and ensures continued compliance with regulatory requirements. It offers a consistent, legally sound basis for annual rent and service charge reviews across the Housing Revenue Account, reflecting the Council's commitment to fairness, accountability, and effective financial stewardship. Endorsing this policy provides Officers the clarity needed to implement agreed approaches, safeguard the Council's regulatory position, and ensure alignment with the Corporate Plan's ambitions for a co-operative, kind, and responsible Council.

RELATIONSHIP TO POLICY FRAMEWORK

Lancaster City Council Corporate Plan 2024–2027 – A Co-operative, Kind, and Responsible Council.

This approach to rent and service charge setting handling supports openness, fairness, and service improvement.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety,

HR, Sustainability and Rural Proofing)

No known implications – considered as part of budget setting process.

LEGAL IMPLICATIONS

The rent and service charge policy reflects the Council’s statutory obligations. It is a framework to enable officers to carry out rent and service charge review. It is not a fixed determination of the levels of rent or service charge. The policy cannot and does not fetter the Council’s discretion when setting rent/service charge.

FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None known.

Information Services:

None known.

Property:

None known.

Open Spaces:

None known.

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

Council Budget Report February 2026

Contact Officer: Jo Wilkinson

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Ref:

Lancaster City Council

Housing and Property:

Council Housing

RENT AND SERVICE CHARGE SETTING POLICY

March 2026

1. Introduction and Policy Objectives

1.1. This Rent and Service Charge Policy confirms the Council's position to rent and service charge setting as laid out within the Council's HRA budget report.

1.2. Rent is the main source of revenue for the Housing Revenue Account (HRA), paying for the management, maintenance, and modernisation of our existing homes.

1.3. Lancaster City Council (the Council) is dedicated to providing social and affordable housing options that are within the means of our residents¹.

1.4. In light of this commitment, the purpose of this policy confirms the Council's approach to rent setting which establishes a framework that ensures rental rates are set at a level that achieves the following objectives:

- Ensuring affordability for individuals in low-wage employment.
- Maintaining the financial sustainability of the Council.
- Generating a satisfactory economic return that enables the continued delivery of high-quality housing and maintenance services.
- Ensuring a consistent and effective demand for our housing units.
- Adhering to the regulatory requirements set forth by the Regulator of Social Housing ('the Regulator').
- That rent setting is fair, consistent and transparent for our tenants.
- Complying with all other relevant legislation applicable to social housing provision.

2. Scope

¹ See Lancaster District Tenancy Strategy for further details: www.lancaster.gov.uk/planning/housing-strategy/tenancy-strategy

2.1. This policy confirms how Lancaster City Council determines and collects rental fees and service charges for the housing properties under its ownership and management.

2.2. By law Lancaster City Council is obligated to periodically review council rents and ensure that the Housing Revenue Account (HRA) remains financially stable. The Council undertakes this on an annual basis through the HRA budget report.

2.3. The Council also reviews its service charges on an annual basis and will apply the new charges according to the relevant legal agreements. Notice will be given of the new services charges and from what date they will be charged from.

2.4. Where the Policy / approach refers to CPI (Consumer Price Index), this will be based on the CPI from the September of the preceeding year, unless otherwise stated.

2.5. The level of rent directly impacts the income generated for the HRA, which in turn influences the HRA Business Plan.

2.6. This policy applies to the following groups:

- Rented Residential Property
 - o General Needs Tenants
 - o Supported Housing Tenants including those within Independent Living
- Service Charges
- Garages owned by the HRA
- Commercial premises owned by the HRA

2.7. This policy does not cover:

- Special Provision Supported Housing
- Shared Ownership Properties
- Leasehold Properties (other than by way of service charges)
- Pitches rented, where the pitch holders provide their own mobile home.

3. Policy Background

3.1. Since 2001, rents for properties let at Social Rent (all of the rented homes in the Lancaster City Council Housing Revenue Account (HRA) at the time of publication) have been based on a formula set by the Government. This creates a 'formula rent' for each property, which takes account of the relative value of the property, relative local income

levels, and the size of the property. A principal aim of this formula-based approach is to ensure that similar rents are charged for similar social rent properties.

3.2. In 2011, the government introduced Affordable Rent, which permits rents to be set at up to 80% of market rent (inclusive of service charges). The introduction of Affordable Rent was intended to fund the construction of more new homes at a sub-market rent. Landlords can only let new properties at Affordable Rent where certain conditions apply.

3.3. Government policy has also limited maximum annual changes in Social Rent and Affordable Rent levels. From April 2016, the Welfare Reform and Work Act 2016 required social landlords to reduce their rents by 1% each year for four years (the 'social rent reduction').

3.4. In October 2017, the Government announced its intention to set a rent regime for local authority landlords and housing associations that permits annual increases of Social Rents and Affordable Rents of up to CPI + 1% from 1 April 2020, for a period of at least five years. It did not override landlords' statutory obligation to complete the four-year social rent reduction as required by the Welfare Reform and Work Act 2016.

3.5. In the financial year 2023/24 the maximum rent increase was capped by the government at 7% for existing tenants, falling short of inflation which was running at 10.1% in September 2022 – the figure which would normally be set for the purpose of rent setting for the following April.

3.6. Over the summer of 2025 the government consulted on the implementation of rent convergence² on the basis of either £1 or £2 per week. The outcome of this was delayed until 28th January 2026, with the commitment from government being that rent convergence can be implemented from 2027 at £1pw, followed by £2pw from 2028 onwards.

3.7. For the financial year 2026/27, it was confirmed that the Council had the freedom to continue to increase rent by a maximum of CPI+1%, following the outcome of the Government's consultation process with the provision of a longer-term (10 year) settlement

3.8. The new policy recognises the need for a stable financial environment to support the delivery of new homes and it provides a degree of reassurance for future financial planning in the short term, as well as currently a future planned allowance for the council to recover the increases forgone in previous years.

3.9. The Regulator of Social Housing produces a Rent Standard which applies to all registered providers of social housing, including local authorities, outlining the above

² [How to implement Social Rent convergence - GOV.UK](#)

requirements. Compliance against this has been a requirement since 1st April 2020, alongside the Rent Policy Statement on Rents for Social Housing 2019 on the setting, increase and decrease of rents and service charges.

4. Relevant Legislation

- Housing Acts (1980, 1985, 1988 and 1996)
- Housing and Regeneration Act (2008)
- Landlord and Tenant Act (1985) (as amended by the Commonhold and Leasehold Reform Act 2002).
- Local Government and Housing Act (1989)
- Welfare Reform and Work Act (2016)
- Commonhold and Leasehold Reform Act (2002)
- Leasehold Reform (Ground Rent) Act (2022)
- Direction of the Rent Standard (2019)
- Rent Standard (2023)
- Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations (2016) (as amended in 2017)
- Regulator of Social Housing Rent Standard (2020 as amended and updated from time to time)
- Policy Statement on Rents for Social Housing (2022) – Hereafter ‘Rent Policy Statement’
- Limit on Annual Rent Increases (2023-24)
- Social Housing’s Regulatory Framework

5. Rent Setting

5.1. Social Rent

a. Lancaster City Council charges a Social Housing Rent for all properties. The Council recognises that Affordable Rent is available, but does not currently operate that model.

b. Rents will be determined using the prescribed government formula that considers various factors such as the property's condition, location, value, local earnings, and the number of bedrooms.

c. The formula for calculating social rents is as follows:

I. 30% of the rent is based on the relative value of the property.

II. 70% of the rent is based on the relative local earnings.

III. Additionally, smaller properties will have lower rents due to a bedroom factor.

d. Existing tenants' rents cannot be increased by more than the guidelines (currently CPI + 1%). On occasion cabinet members have decided to increase the rents by less than the maximum permitted, or not at all. Therefore, the Council has some properties with rents lower than the formula rent and particularly following the restriction on rent increases imposed in 2023/24.

5.2. When a socially rented property becomes vacant, the proposed rent will be recalculated based on the formula rent.

5.3. The rent will not change in the case of assignments, including mutual exchange, or in the case of successions (unless the successor moves to alternative accommodation). In these cases, the existing rent level will continue to be charged, until the next annual rent increase is applied.

5.4. The Government's Policy Statement on Rents for Social Housing recognises the need for discretion over rent levels to take into account local pressures. As a result, the policy allows the Council to use some flexibility in setting rents up to 5% above formula rent for general needs tenancies or 10% above formula rent for supported housing, including Independent Living.

5.5. All Council rents (even with added flexibility) sit well below the Local Housing Allocation (LHA) rate; this rate defines the maximum amount that can be paid in Housing Benefit or through the housing element of Universal Credit. The Council estimates that around 80% of tenants are in receipt of some form of applicable benefit. In addition to this, those tenants who receive any proportion of help with their housing costs through Housing Benefit or Universal Credit should also have some entitlement to the Council's council tax support scheme.

5.6. If the number of bedrooms within a property change as a result of an extension or alteration to the property, a new formula rent will be determined based on a revised 1999 valuation of the property. However the new rent will only be charged to a new incoming tenant.

5.7. Commercial Rents:

I. Commercial rents (e.g. shops) will be valued by the Council's Property Services team based on The Royal Institute of Chartered Surveyors valuation methods.

II. Annual rent reviews will be in line with the relevant lease for the property.

5.8. Garage Rents:

I. Rent will be charged on a Monday over a 48-week year except when there are 53 Mondays in a financial year in which case it will be charged for 49 weeks of the year.

II. Garage rents will increase by CPI+1% in line with dwelling rents.

5.9. Service Charge setting:

I. 'Service charges' are for services which the Council, as a landlord, pay for the running of the building and area tenants live in. They are things such as lighting and cleaning shared areas or looking after the grounds and gardens around the building.

II. The Council will only charge for services detailed in the original legal agreement between The Council and the tenant/leaseholder, unless, either, agreements have subsequently been varied to include additional services or have been consulted and the majority affected agree to the change.

III. Where tenants have been consulted as in 5.9 (II) above, new chargeable services will not be introduced without consultation and the agreement of the majority of tenants affected. If more than one tenant requests a new, improved, or additional service, the views of all tenants affected by the request will be sought.

IV. Under sections 18-30 of the Landlord & Tenant Act 1985 (as amended by the Commonhold & Leasehold Reform Act 2002) there are statutory consultation processes that are required when a service charge is levied. The Council will ensure that statutory requirements are met.

V. Charges are apportioned in accordance with the terms of the lease agreement, or where the apportionment method is not defined, apportionment charges are distributed amongst the residents who benefit from the services for which a charge is being levied.

VI. We operate a fixed service charge regime for social rented homes and leasehold properties which is reviewed annually. As per the Social Housing Regulations the Council should endeavour to keep increases for service charges within the limit on rent changes, of CPI + 1 percentage point, to help keep charges affordable. However, it is recognised that service charges fluctuate significantly from year to year and that the requirement to contain increases within CPI+1% should be interpreted on a medium- or long-term basis.

VII. Service charges are based on actual costs from previous financial years, unless specified otherwise as part of a lease agreement.

VIII. Rent incorporates provisions for the maintenance and upkeep of the home as a result of fair wear and tear. The service charge/s will not include the cost of maintaining the fabric of the building including communal areas nor for insuring the building. The cost of this is met by the Council from rental income. Tenants will need to make arrangements for their own contents insurance and paying their service charge – although it is expected that the vast amount of this is Housing Benefit / Universal Credit applicable.

IX. Subject to lease terms, all costs including maintenance and upkeep of the fabric of the building for leaseholders will be re-charged through Service Charges. Service charges cover all communal services and building insurance. Leaseholders will need to make arrangements for their own contents insurance and paying their service charges.

X. All customers will be given at least four weeks' notice of their new service charges upon annual review.

XI. When new properties are acquired (without existing leases) or built, to which service chargeable services are provided, service charges will be based on an estimate of actual cost until the end of the first full year of provision. Charges for subsequent years will be based on the actual cost and where applicable adjustments incorporated. In the instance where leasehold properties are acquired, service charges will be limited by the lease agreement we acquire.

XII. Information on service charge costs and calculations will be available on request.

6. Rent Periods

6.1. The average weekly rent will be calculated based on the Council's annual rent cycle of 48 weeks in a 52-week financial year. Or 49 weeks in a 53-week financial year (4 rent free weeks a year).

6.2. Rent will be charged on a Monday, and tenancies will commence on a Monday.

7. Annual Rent Increases

7.1. The annual review of charges is an integral part of the budget setting process across the Council and subject to cabinet and full council approval.

7.2. Once agreed the new rent and charges are implemented on the first Monday of April.

7.3. The Council will give tenants 4 weeks written notice of any change in the level of rent which normally will be the first Monday in April and rent increases will be applied in line with Section 24 of the Housing Act 1985 and Sections 102-103 if the Housing Act 1985 where appropriate.

8. Void Rent

8.1. The period of time from when one tenancy ends and another commences is known as a 'Void' period. This means that no-one is effectively the 'tenant', and no rent is due on the property during that time.

8.2. For business purposes void rent loss should continue at the last let rent. Where this rent figure is below formula rent this will be increased to formula rent plus flexibility on the next new letting unless the Council is otherwise excluded from doing so.

9. Review and Update

9.1. This policy will be reviewed every three years or sooner to address any legislative or regulatory changes. Or in response to any operational issues.

9.2. The Council Housing Manager, and Finance will be responsible for ensuring the implementation of this policy.

CABINET

**Projects and Performance: Q3 2025-26
10 March 2026**

Report of Chief Executive

PURPOSE OF REPORT				
To provide members with an update on corporate performance and strategic projects during quarter three of 2025 - 26 (October - December 2025).				
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 2025-26.

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 to December 2025, which can be found within the appendices.

2.0 PERFORMANCE REPORTING

- 2.1 Guidance on how to read appendix A.

2.1.1 The majority of indicators should be compared to the previous quarter. Those marked with an asterisk comparing to the like quarter from the previous year is advised.

2.1.2 Our KPI (Key Performance Indicator) data is typically shown using a blue line. Where measures have targets or bench marking figures, they are shown on the using an orange or green line. Each chart contains a key for ease of reading.

2.1.3 The comments provided by KPI owners give further explanation on each indicator.

2.1.4 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.

2.1.5 Due to delays in the availability of the data, some measures report one quarter behind. These are clearly marked.

2.2 Summary of key changes in performance report.

- 2.2.1 For the indicator “Number of families in hotel accommodation over 6 weeks”, a note has been added to the title of the chart, to explain more about the definition of a family. The scale has changed since the previous report. In this report the snapshot figure is nil, which is good.
- 2.2.2 For the indicator “Number of disabled facilities grants completed”, an explanation as to why this is a good measure to use has been included in the title of the chart.
- 2.2.3 The indicator “Number of properties improved” has been renamed to “Number of properties improved in the private rented sector”, to make it clear what is being shown.
- 2.2.4 The indicator “Average number of days’ sickness per full-time equivalent” now has a line showing the comparator to the previous years figure, for ease of reading.
- 2.2.5 The indicator “Occupancy rates for commercial properties” has been renamed to “Occupancy rates for council owned commercial properties across the district (%)”, to make it clearer what is being shown. The scale has also been changed, so it starts at 50% to improve the readability.

3.0 STRATEGIC PROJECT REPORTING

3.1 Guidance on how to read appendix B.

- 3.1.1 The Programmes and Projects highlight report shows a short narrative and “Red – Amber – Green” status updates for three elements of the project, these being Plan, Cost and Scope.
- 3.1.2 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.
- 3.1.3 The ‘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.

3.2 Key points on the progress of strategic projects. Fifteen projects have provided full update reports. Of these:

- 3.2.1 The Housing Systems Project is new to the strategic projects reporting process, although it was started as a service project in November 2024.
- 3.2.2 Eight projects are reporting ‘amber’ (minor) delays with the progress of their project plans.
- 3.2.3 One project is reporting ‘red’ (major) delays with the progress of their project plan.
- 3.2.4 Five projects are reporting ‘amber’ (minor) deviations to the cost of the project.
- 3.2.5 Six projects are reporting ‘amber’ (minor) concerns with the scope, meaning it is anticipated that one or more benefits of each project may not be realised.
- 3.2.6 Two projects have recently closed, and we are awaiting project review reports for these (this is unchanged from the previous quarter).

3.2.7 All other statuses are either green or have not been able to provide an update this quarter.

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 comments.

BACKGROUND PAPERS

None.

Contact Officers: Claire Dubelbeis, Projects and Performance Manager

Telephone: 01524 582505

E-mail: cdubelbeis@lancaster.gov.uk

Ref:



Corporate Performance updates
January 2026 (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																																																												
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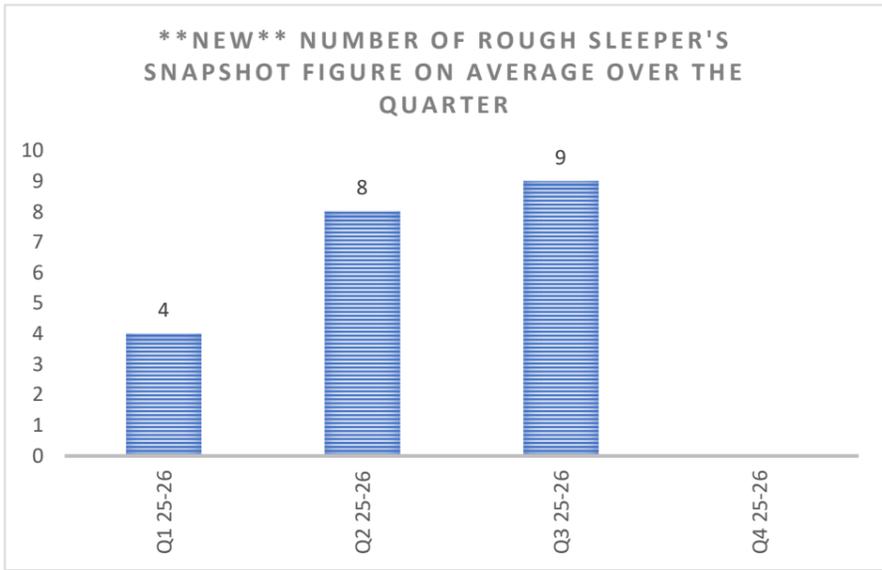
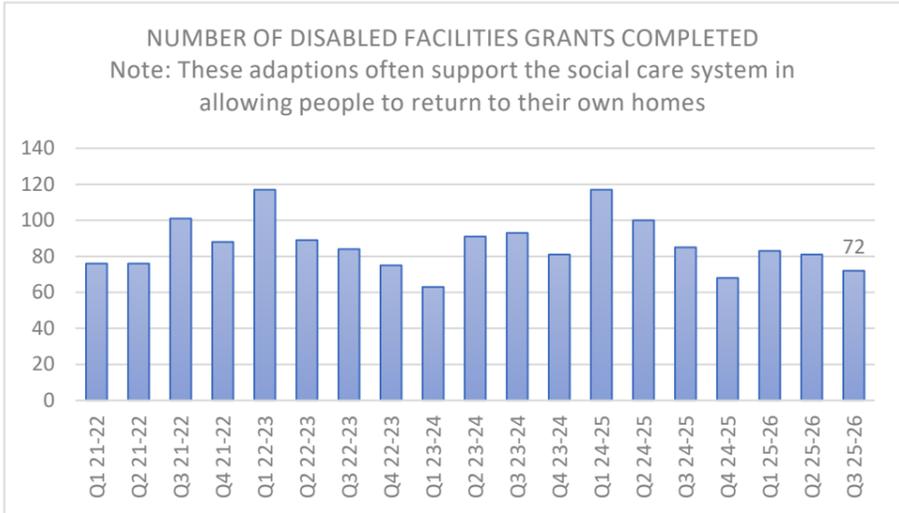
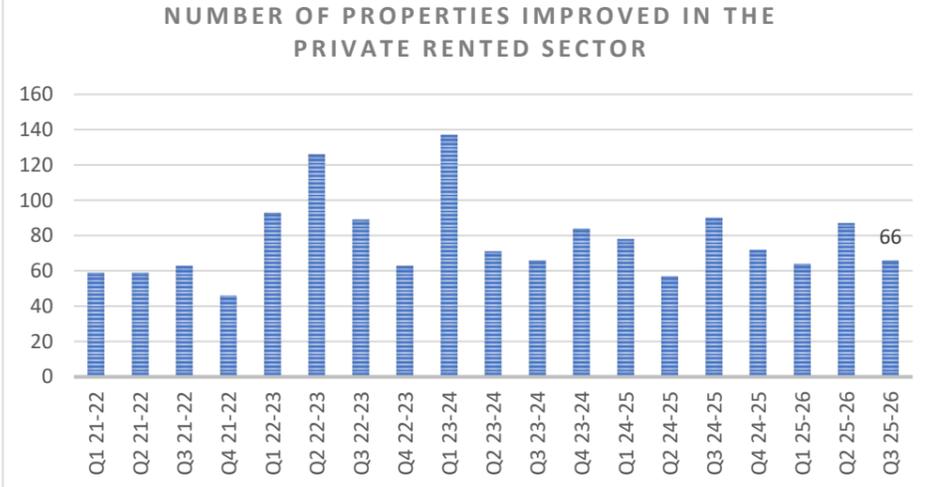
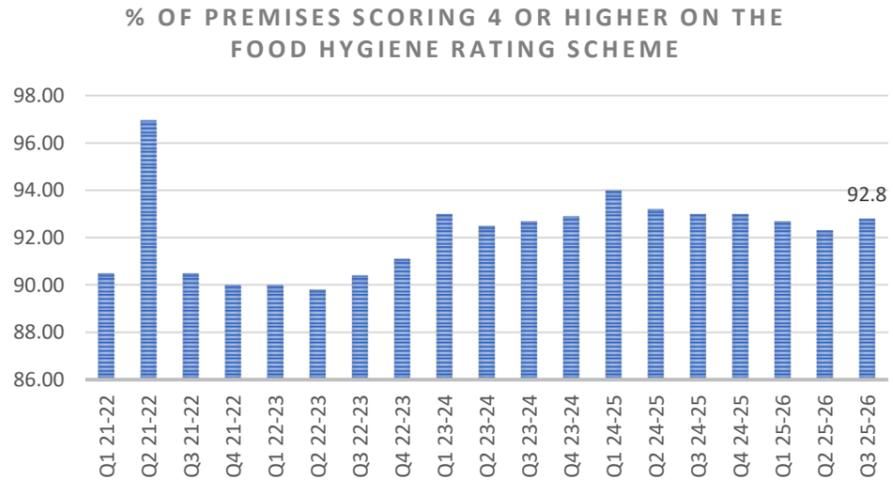
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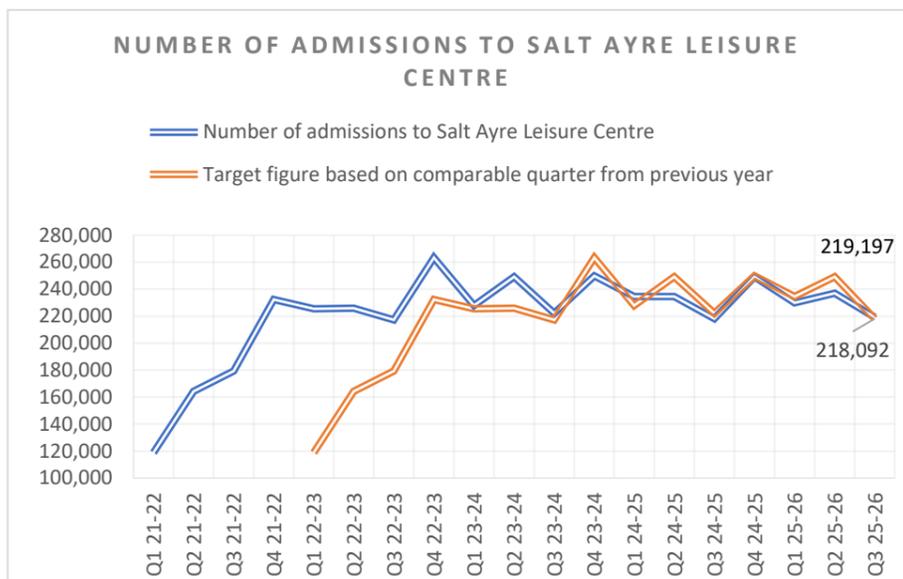
S		<p>Full electricity data is not currently available. This measure will be updated at the next Quarter.</p> <p>Low is good</p>
S		<p>Full electricity data is not currently available. This measure will be updated at the next Quarter.</p> <p>With regards to the gas data, comparison with the same period from the previous year shows that consumption has reduced. Further analysis would be required to determine the cause for this change.</p> <p>Low is good</p>

Healthy & Happy Communities (Social)

Priority	Measure and Direction of Travel	Comments
H		<p>The figure and comment are not available this Quarter.</p> <p>Low is good</p>
	<p>NUMBER OF FAMILIES IN HOTEL ACCOMMODATION OVER 6 WEEKS. Note: Under the '6-week rule' family is defined as families with dependent children or pregnant women.</p>	<p>The number of families in temporary accommodation over 6 weeks has remained at Nil.</p> <p>Low is good</p>

		<p>The snapshot figure '9' is an average for October and November, the December figure was not available on submission. No further comment available.</p> <p>Low is good</p>
<p>H</p>		<p>At the end of Q3 the total number of completed Disabled Facilities Grants was 236 with no delays or waiting lists for grant applicants. The ring-fenced grant allocation for Lancaster in 2025/26 is £2,660,701 the total spend at the end of Q3 was £1,881,174. Any unspent allocation is carried forward and added to the following years allocation enabling the council to operate a rolling programme without the need to introduce waiting lists.</p> <p>High is good</p>
<p>H</p>		<p>No comment available.</p> <p>High is good</p>
<p>I</p>		<p>97.4% scored 3 (generally satisfactory) or higher</p> <p>Note - 3* = generally satisfactory, 4* = good</p> <p>High is good</p>

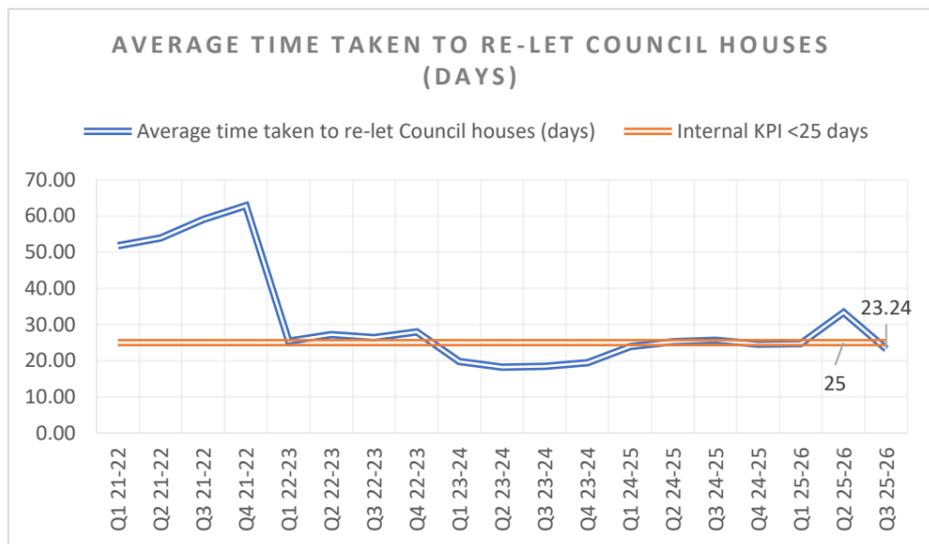
H



Sessions and usage have continued to improve over the previous quarter, with children’s swimming lessons and energy soft play sessions seeing a decrease, however this could be due to the impact of holidays during Q3. Year on year we have seen improved growth in Spa services, gym memberships and additional events hosted in the main hall.

High is good

H



There were 52 Empty Homes Relet in Quarter 3. The year to date average relet time is 23.94 calendar days.

Low is good

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

Priority	Measure and Direction of Travel	Comments																																																																																
R	<p style="text-align: center;">AVERAGE NUMBER OF DAYS' SICKNESS PER FULL-TIME EQUIVALENT</p> <table border="1"> <caption>Average Number of Days' Sickness per Full-time Equivalent</caption> <thead> <tr> <th>Quarter</th> <th>Average number of days' sickness per full-time equivalent</th> <th>Comparator to last year</th> </tr> </thead> <tbody> <tr><td>Q1 23-24</td><td>2.90</td><td>-</td></tr> <tr><td>Q2 23-24</td><td>2.75</td><td>-</td></tr> <tr><td>Q3 23-24</td><td>2.90</td><td>-</td></tr> <tr><td>Q4 23-24</td><td>1.85</td><td>-</td></tr> <tr><td>Q1 24-25</td><td>1.60</td><td>2.85</td></tr> <tr><td>Q2 24-25</td><td>2.30</td><td>2.75</td></tr> <tr><td>Q3 24-25</td><td>2.36</td><td>2.90</td></tr> <tr><td>Q4 24-25</td><td>2.40</td><td>1.85</td></tr> <tr><td>Q1 25-26</td><td>2.10</td><td>1.65</td></tr> <tr><td>Q2 25-26</td><td>2.00</td><td>2.35</td></tr> <tr><td>Q3 25-26</td><td>2.65</td><td>2.35</td></tr> </tbody> </table>	Quarter	Average number of days' sickness per full-time equivalent	Comparator to last year	Q1 23-24	2.90	-	Q2 23-24	2.75	-	Q3 23-24	2.90	-	Q4 23-24	1.85	-	Q1 24-25	1.60	2.85	Q2 24-25	2.30	2.75	Q3 24-25	2.36	2.90	Q4 24-25	2.40	1.85	Q1 25-26	2.10	1.65	Q2 25-26	2.00	2.35	Q3 25-26	2.65	2.35	<p>Short term absence rates from Q2 to Q3 have increased. The data suggests that there has been an increase of 36 entries from the last quarter of absence due to infection, chest and respiratory and COVID-19. We would expect that this is due to the time of the year, where people are more susceptible to winter illnesses, which has caused our absence figure to increase for this quarter.</p> <p>In comparison to 24/25 Q3 which was 2.36, there has also been an increase.</p> <p>Low is good</p>																																												
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<p>H R</p>	<p>COUNCIL TAX COLLECTION RATES (CUMULATIVE % MONTH ON MONTH)</p> <p>Legend: Council Tax Collection Rates (cumulative % month on month) (blue line), Target (orange line)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual Collection Rate (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 23-24</td> <td>~28</td> <td>~28</td> </tr> <tr> <td>Q2 23-24</td> <td>~65</td> <td>~65</td> </tr> <tr> <td>Q3 23-24</td> <td>~82</td> <td>~82</td> </tr> <tr> <td>Q4 23-24</td> <td>~95</td> <td>~95</td> </tr> <tr> <td>Q1 24-25</td> <td>~28</td> <td>~28</td> </tr> <tr> <td>Q2 24-25</td> <td>~55</td> <td>~55</td> </tr> <tr> <td>Q3 24-25</td> <td>~80</td> <td>~80</td> </tr> <tr> <td>Q4 24-25</td> <td>~95</td> <td>~95</td> </tr> <tr> <td>Q1 25-26</td> <td>~28</td> <td>~28</td> </tr> <tr> <td>Q2 25-26</td> <td>~55</td> <td>~55</td> </tr> <tr> <td>Q3 25-26</td> <td>80.8</td> <td>~80</td> </tr> </tbody> </table>	Quarter	Actual Collection Rate (%)	Target (%)	Q1 23-24	~28	~28	Q2 23-24	~65	~65	Q3 23-24	~82	~82	Q4 23-24	~95	~95	Q1 24-25	~28	~28	Q2 24-25	~55	~55	Q3 24-25	~80	~80	Q4 24-25	~95	~95	Q1 25-26	~28	~28	Q2 25-26	~55	~55	Q3 25-26	80.8	~80	<p>Annual target for collection rate is 95%</p> <p>High is good</p>
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 Promoting City, Coast & Countryside	Corporate programmes and projects updates – 16th January 2026 (Q3)	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	
Priorities Key		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	
I An inclusive and Prosperous Local Economy (Economy)	S A Sustainable District (Environmental)	G Green – The project is on track (within the project tolerance)	H On hold	
H Healthy and Happy Communities (Social)	R A Co-operative, Kind and Responsible Council (Governance)	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	Project review report to follow.	N/A	Complete	N/A	C	C	C	
I	S Canal Quarter Phase 3 (part of Canal Quarter programme)	<p>Phase I Housing Schemes Planning approval for Nelson St has been approved.</p> <p>Cooper's Field: Officers have completed pre-market engagement exercise. Report was submitted to Cabinet. Officers have begun to design the elective tender process – aim is to have this go live by March 2026. Subject to separate corporate report.</p> <p>Phase II Northern Gateway Officers were not successful in securing resources for Phase 2 Public Realm feasibility following their proposal to Cabinet. Project area will be on hold until future opportunities are identified.</p> <p>Phase III Heron Works and Canalside LCC officers are deep into the legal dialogue on the land swap of the Heron Works site.</p> <p>Phase IV Stonewell Courtyards and Former Mitchell's Brewery Officers have held initial meetings with Axis– re and are setting up a liaison group between officers, member and the development group. Axis-re have moved to demolish the derelict site buildings and establish their temporary car parking site. Officers will keep a watching brief on how this progresses as the Council continue to consider how it affects or complements our new city Centre Car Parking Strategy.</p> <p>Phase V Heat Network– The Expression of Interest submitted to the Heat Network Development Unit Round 15 funding was successful. An MOM for the funding has been signed and we will be working with planning and climate change colleagues on further studies to get to pre-market stage for a heat network provider.</p> <p>As per the newly approved, Officers have continued to assist the parking team in progressing with the first phase interventions as set in the new City Centre Car Parking Strategy. A design team has been appointed for an initial feasibility study to work towards full business case at Kingsway and Edward St.</p>		Delivery	14/01/26	G	G	G	
I	S Our Future Coast	No deployment over the winter. MRes Research student appointed and monitoring of the installations is taking place. Plans to hold engagement events this later this year are under discussion.	** Q1 27/28	Delivery	16/01/26	G	G	G	
I	Fair Work Charter	Version B of the Fair Work Charter has been approved by Cllrs Peter Jackson, Martin Bottoms, Sally Maddocks and Jason Wood. In January 2026 a launch event will be organised to highlight the first organisations who have signed up. The event will take place before the end of March 2026.	Q4 25/26	Delivery	17/12/25	G	G	G	
I	1 Lodge Street Urgent Structural Repairs	This quarter has seen the continuation of the implementation of M&E services predominantly to the ground floor.	** Q3 27/28	Delivery	19/01/26	A	A	A	
I	H Centenary House (formerly reported on as Morecambe Co-op Building Renovation)	Secured Cabinet approval to alter the delivery route after the withdrawal of the developer partner. Procurement documentation has been drafted but is not yet complete and pending legal work to finalise the procurement contract documentation. Until these are finalised the procurement cannot start. Alongside this, officers are exploring other routes forward that avoid procurement risks.	TBC Timescale being revised	Delivery	15/01/25	A	A	A	
I	R Frontierland	Following the receipt of Interim Tenders, the Invitation to Continue Dialogue was issued. Detailed dialogue sessions worked to refine the proposal and the legal agreements to best meet the council's objectives.	Current phase – Q4 25/26	Delivery	15/01/26	A	A	G	

				The Interim Tender Feedback Dialogue session was productive, and progress was made to address risks and concerns that the Project Board had with the aspects of the interim proposals. This has led to delays in legal drafting of the Detailed Heads of Terms needed for the next stage. However, this is the advantage of Competitive Dialogue, it enables solutions to be developed that meet both parties' requirements and will deliver the best outcome.						
I			Heysham Gateway	Regeneration Services Manager submitted a formal request to County for further funding. An outcome is expected by end of January 2026. Project activity is otherwise on hiatus until further funding is secured.	Current phase – Q1 26/27	Detailed Design	16/01/26	A	A	A
I	H		Canal Quarter - Coopers Fields	The route to the St Leonardsgate car parks release for the "Coopers Fields" housing proposal has been outlined in the Lancaster City Centre Car Parking Strategy 2025-2028 adopted by the council in July 2025. While dependent on mitigating strategic car parking space delivery actions to be completed within the strategy period, the council has agreed the overarching strategic route to housing delivery on the site and retains its original ambition under the Canal Quarter Masterplan. The scheme had originally intended to be delivered directly as a Council Housing-led scheme, the cost being predominantly financed through borrowing via the using Revenue Account (HRA), grant aid from Homes England's Affordable Housing Programme and the available BLRF2 funds. However, due to urgent prioritising of the Mainway housing proposal, viability and delivery capacity concerns, the scheme will now require the introduction of a strategic developer partner to assist the council in meeting its objectives. Officers have completed a Preliminary Market Engagement (PME) exercise and a report with the outcome of the exercise was submitted to Cabinet. Work has now begun on designing the elective tender process for a strategic developer partner. The objective is to have the tender go live by end of Q3 25-26.	TBC – Unknown due to current stage	Detailed Business Case	16/01/26	X	X	X
I	H		Eden Project Morecambe	Work is continuing on RIBA stage 3, GFA amendment has been signed.	** Q2 28/29	Detailed Design	28/01/26	G	G	G
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. This is the aspect of bringing forward the attenuation and storage to manage surface water.	Unknown due to current stage	Feasibility	16/01/26	G	G	G
I	H		Williamson Park (Café and Play Development)	Cabinet have now been appraised of the work undertaken to date and additional procurement routes are being investigated to understand the best route to deliver the project moving forward. Conversations are continuing with Procurement on this work, and an update will be offered to Cabinet in due course.	Unknown due to current stage.	Feasibility	16/01/26	X	X	X

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)	Mechanical works for PV units is complete with all panels now installed. Focus is now moving to completing electrical works to link them all and connecting the system. Most invertors and isolators are in place and the site will soon progress to earthing. The site has been being prepared for ENW as ICP contractors, and they have commenced building the substations and the required concrete plinths. Due to weather conditions of the last 2 months these works have been delayed. Currently it is expected that this will delay energisation by around 6 weeks and has been reflected in the updated project plan. The project team continued to work with Baker's ecologists to update the habitat management and monitoring plan and with colleagues in Planning and Policy to enter into a section 106 agreement with Chorley to register the site as habitat bank.	Q1 26/27 (Jun 26)	Delivery	16/01/26	A	G	G
S	Public Sector Decarbonisation Scheme Phase 3c (part of Carbon Neutral Programme)	Planning approval was received for Williamson Park site. Work continued with the Williamson Park Board to ensure old café structure will be demolished and site is prepared for contractor Alternative Heat's work to commence 27 January 2026. Planning application for the Storey was denied, 8 votes to 7. The impact of	Q2 26/27 (Aug 26)	Delivery	13/01/25	G	G	A

			<p>this is that the site must now be dropped from the project. A change request will be submitted to SALIX finance with revised costings for the remaining site.</p> <p>Unfortunately, there is no scope to redirect the funds elsewhere or to retain the underspend of the external funding that was allocated for the Storey. All decarbonised alternatives have been explored; the only viable solution was the one put forward to planning committee which leaves the Council with no other option to replace the end-of-life heating system at the Storey with a gas boiler and associated supporting works.</p> <p>Cabinet may wish to also carry out some fabric improvement works to the building which could include secondary glazing, LED lighting, insulation and BEMS upgrades to improve the overall energy efficiency of the building, however, there will be no external funding for these measures alone and the Council would need to cover all of these costs. A separate report is being developed to outline the costs vs energy savings for each measure. This would need to be undertaken as a separate project outside of the Energy and Sustainability Team (decarbonisation).</p>						
S	R	Salt Ayre Data Centre	<p>Additional designs for major electrical and civil works for new data centre location have been tendered for with award process ongoing.</p> <p>Mechanical designs for heat recovery are ongoing with the plan to present to stakeholders in February for initial approval.</p> <p>Tender packs for room works are being built with the above designs being fed in where relevant.</p> <p>Initial meetings for CEEDA Design award have started. We are on track for the Gold award.</p>	Q1 26/27 (Mar 26)	Detailed Design	31/12/25	G	G	G
S		Roof Mounted Solar Array – Gateway, White Lund (part of Carbon Neutral Programme)	<p>Q3 saw long-lead procurement items ordered and a series of positive meetings with Property, Insurance, subcontractors to the previous roofing work, management agents and tenants held with the view of construction stage of the project starting early in Q4.</p> <p>However, at the end of Q3 several outstanding defects with the existing roof coating were identified by Property colleagues, in addition to issues with the guttering around the building which meant the proposed edge scaffolding plan during PV installation was no longer plausible.</p> <p>As a result of this development, the project team have liaised with colleagues to de-risk the proposed PV installation and the roof-works needed to repair the defects. It is proposed now to design and install a full walking platform scaffolding from the ground up, which will be over 260m in length around the building. This is a considerable change but is kept within existing budgets and will require liaising with tenants.</p> <p>A dilapidation report by Anderton Gables will also be completed once the scaffolding is erected but before any PV installation occurs. This, along with continued engagement with tenants and site-walk throughs, will lead to the creation of an agreed upon finalised list of existing snags and defects with the roof prior to PV installation.</p> <p>A post-installation inspection of the roof by roof-coating (Gryomax) contractors will also be undertaken, with the aim of them re-issuing the warranty for the roof. It is hoped that through these steps it will make it clear to whom and where responsibilities and liabilities lie should any issues be found.</p> <p>It is estimated that these steps will delay the project build by about 2 months, with project completion and energisation now due mid-May 2026.</p>	Q1 26/27 (Jun 26)	Delivery	19/01/26	A	G	G

Healthy & Happy Communities (Social)									
Priority		Project Name	Update	Due Date	Stage	Updated	Status		
							Plan	Cost	Scope
S	H	My Mainway (part of Homes Programme)	<p>Key progress milestones for Q3 were submission to cabinet of a preferred first stage procurement strategy through a Preliminary Market Engagement (PME), maintaining the dialogue with Homes England and continuing engagement events with residents.</p> <p>Cabinet subsequently approved a twin-track approach exploring alternative partnering and funding arrangements alongside a direct delivery. Good progress has been achieved, with the PME drafted and published, and initial responses assessed. Follow-up engagement is underway with leading respondents. Revised direct delivery costs will be brought forward in the same timeframe. Market response has been</p>	** Q4 27/28	Detailed Business Case	22/01/26	G	G	A

				<p>positive. However, the PME is not a selection process, but will inform future recommendations to Cabinet to shape future procurement strategy.</p> <p>MIAA continue to progress the Project and Overall Business Case for Skerton and Mainway, now nearing completion and will be informed by the PME.</p> <p>The new Affordable Homes Programme (AHP) programme has been announced. A 10-year horizon for inclusion aligns with our plans for long term phased regeneration. A further round of Brownfield Land Release Fund (BLRF) funding has opened, but a bid for Council Housebuilding Support Fund monies for procurement stage consultancy was not successful, thus stretching internal project resources to maintain progress. However, further engagement with MHCLG has leveraged in some been successful in levering in limited targeted support from the Council Housebuilding Support Service.</p> <p>We continue a popular programme of resident engagement through the Tenants Voice, and Mainway residents Groups. Events included a well-attended staff & residents Christmas Lunch.</p>						
		H	R	<p>NEW - Housing System Project</p> <p>The Housing One project aims to replace multiple legacy housing systems with a single all-in-one platform.</p> <p>The instigating factor for this change revolves around two legacy systems both going end of life in March and May 2026, respectively. These two systems cover 80+% of all housing and repairs functions across the organisation. The project formally commenced in November 2024 and whilst it was expected to go-live in January 2026, this is now scheduled for Sept 2026, whilst maintaining legacy systems till this point.</p>	Phase 1 Q2 25-26 Phase 2-4 timescales TBC	Delivery	22/01/26	R	A	A

A Co-operative, Kind and Responsible Council (Governance)										
Priority	Project Name	Update	Due Date	Stage	Updated	Status				
						Plan	Cost	Scope		
		R	<p>Outcomes Based Resourcing (OBR) / Fit for the Future (FFTF)</p> <p>There are currently 19 open projects within the FFTF programme. Financial savings for three projects are in the process of being realised. Financial savings have been identified and are expected from 13 of these projects. Other benefit types due to be realised by the projects include: efficiency, satisfaction / morale, compliance and reduced carbon footprint.</p> <p>Note: The waste management projects are counted and reported on as one in the above figures, but can be broken down into five separate projects.</p>	Phase 1 & 2 from Q3 24/25 to Q4 26/27	Delivery	21/01/25	A	G	G	
I		H	R	<p>UK Shared Prosperity Fund (UKSPF)</p> <p>Report to follow.</p>	** Current Phase – Q4 25/26	Delivery	N/A	X	X	X
		R	<p>High-Capacity Fibre Cable Network Provision (part of Digital Programme)</p> <p>Project review report to follow.</p>	N/A	Complete	N/A	C	C	C	
	S	R	<p>White Lund Depot</p> <p>Wernick buildings currently undergoing snagging works. Demolitions fully completed, RMS Annexe Offices completed, currently completing front gate/ barrier and RMS Annex entry and front Old Canteen. Grand Plan required for WLD from Senior Management.</p>	Demolition Q2 25/26	Delivery	23/01/26	A	G	G	

CABINET

Strategic Risk Management 10 March 2026

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, as shown as appendix A (public report) and appendix B (restricted report).

1.0 Introduction

- 1.1 Quarter two 25/26 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 25 Strategic Risks open on the register.
- 2.2 There is one red risk (SR29 LGR, score 15) with 6 amber risks across the restricted and unrestricted risk registers. The only risk outside of the Council's risk appetite is SR29.
- 2.3 The attached appendices show the changes to the council's Strategic Risk Register made during the reporting period 6th November 2025 to 16th February 2026. Changes are highlighted using red text. A summary of the

main changes is as follows:

- Risk reviews have been run against 18 Strategic Risks.
- Action plan due dates have been updated for risks SR01, SR02, SR06, SR19 and SR22.
- Action plan descriptions have been updated or added for risks SR01, SR02 and SR06.
- Control measure details have been updated or added for risks SR01, SR02, SR03, SR07, SR16, SR29.
- A control measure has been closed for risk SR02 as it is no longer relevant.
- The gross, residual and target risks scores for SR29 have been increased. The 'likelihood' score being 5, the highest rating. It is the only strategic risk that sits above our 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 comments.

BACKGROUND PAPERS

None.

Contact Officer: Claire Dubelbeis, Projects and Performance Manager

Telephone: 01524 582505

E-mail: CDubelbeis@lancaster.gov.uk

Ref: N/A

Strategic Risk Register - Risk Map 16.02.26

Impact	Catastrophic (5)					
	Major (4)		6			
	Moderate (3)	12 13	2 3 4 7 8 10 14 16 19 20 22	5 11 24		25
	Minor (2)		1 15 18	17 23		
	Insignificant (1)					
		Remote (1)	Unlikely (2)	Possible (3)	Highly Likely (4)	Almost Certain (5)
		Likelihood				

NOTE 1: All risks have been reviewed in the run up to 16th February 2026.
 NOTE 2: The numbers shown on the risk map relate to those on the next page in the first column, not the Strategic Risk (SR) numbers.
 NOTE 3: Only risks which are unrestricted are shown.

Risk No.	Risk & Owner	Risk Description	Residual Risk Score (Impact x Likelihood)	Risk Category	Existing Control Measure	Existing Control Measure Description	Target (Retained) Risk Level (Impact x Likelihood)	Action Plan Title	Action Plan Description	Action Plan Owners	Action Plan Due Date	Review Date	Review Comment
1	SR01 Central Government 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 / Fit for the Future	Two in-delivery phases, with phase three currently being scoped.	Mark Davies Claire Dubelbeis Alex Kinch	31/03/2027	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and new control measure added
					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.							
					Balanced Budget	To be presented to Council on 25th Feb. 26/27							
2	SR02 The Council fails to meet the 2026/27 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 2026/27 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	Reserves Policy	Reserves Policy	2 (2x1)	Outcomes Based Resourcing / Fit for the Future	Two in-delivery phases, with phase three currently being scoped.	Mark Davies Claire Dubelbeis Alex Kinch	31/03/2027	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and new control measure added
					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, 24/25 and 25/26 financial years.	Outcomes Based Resourcing for 23/24, 24/25 and 25/26 financial years						
				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.						
				Balanced budget for 26/27	To be presented to Council on 25th Feb.						
3	SR03 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver	The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver effective services, projects and council priorities. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	People	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk Annual Appraisal Process Pay and Grading Structure Recent experience suggests that this assisted in attracting applicants with the desired skills and values. Workforce planning exercise being rolled out cross-service	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk. 25-26 is year 3 of the People Plan. Annual Appraisal Process embedded Pay and Grading Structure - The pay and grading structure and 2019 job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale.	6 (3x2)			16/01/2026 Reviewed on instruction from Alex Kinch. Scores unchanged but new control measure added.	
4	SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver	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 Use of Council Assets	Capital Strategy Group Ongoing OBR workstream reviewing assets	4 (2x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson 31/03/2026 02/07/2025	Limited change. Ongoing review of assets being undertaken and presented to OBR assets. Information

capital projects.
Joanne Wilkinson

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							
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	Upgrade Asset Management system to CPM this should assist with better property management - fully interfaced system	Paul Mackie Joanne Wilkinson Dan Wood	31/03/2026							
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	Council Assets	Consideration of commercialisation Plan - aligned with with Estates Imp Plan	Paul Mackie	31/03/2026							
Use of Council Assets	10 year capital programme developed and fed through the budget											
Use of Council Assets	Energy Officer recruited to support reductions in utility costs awaiting start date.											
Use of Council Assets	Project Officer recruited to - to support delivery of increased capital / revenue projects for next three years.											
Council Assets	Climate Statement finalised and published with clear actions around improvements.											
Use of Council Assets	Utilising external support through HPA											
Use of Council Assets	Repairs Service Improvement plan for property portfolio											
5	SR05 Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies.	9 (3x3)	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	31/08/2026	16/02/2026	Routine review - no changes at this time

presented to B+P in Q1. New CPM system being implemented and this will further assist with better property management functionality.

emergencies.

Kirstie Banks-Lyon
Alex Kinch

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.
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.

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
01/07/2026

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 (pending) (ii) Annual Climate Report (published December 2025)	(i) The Council continues to work on the delivery of its CaNS. (ii) the Annual Climate Report was presented to Cabinet and subsequently published.	Mark Davies	01/04/2026	05/01/2026	Risk score remaining unchanged. Recent positive planning decision to decarbonise Williamson Park is a positive; but the refusal at The Storey will require alternatives to be found to ensure the 2030 target can still be met. The recent (initial) Annual Review of our Journey to Net Zero and Energy
					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		(ii) Local Area Energy Plan	The LAEP has set out a long-term vision for decarbonising the district by 2040 and	Mark Cassidy	01/04/2026		

				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.								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. The LAEP has been formally adopted. Implementation via individual projects is ongoing.	Local Area Energy Self-Sufficiency indicates that we are currently on track.
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 Operations Financial	Carbon Zero + Medium Term Financial Strategy (MTFS) Programme Management Fit for the Future Council Plan 2024/27	More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates MTFS - in place to set out how the council proposes to manage its financial resources in line with corporate priorities. Programme Management - in place to ensure strategy is followed and monitored on a regular basis. Fit for the Future is a strategic programme that assists in the balance of Council plan and MTFS Being refreshed in spring 2026 to include recent progress, following its creation and approved in January 2024.	4 (2x2)	Priority Policies 24-27	Council Plan	Mark Davies	31/03/2027	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies), new control measure added regarding the Council Plan and old control measure closed.	
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 Medium Term Financial Strategy (MTFS) Investment Strategy Capital Programme The Council continues to resource key service teams in	Local Plan Medium Term Financial Strategy (MTFS) Investment Strategy Capital Programme The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management	3 (3x1)	Local Plan	Local Plan, due to be adopted in June 28	Mark Cassidy Mark Davies	30/06/2028	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.	
								Reserves	Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies.	Mark Davies Paul Thompson	30/01/2026			

				service teams in management. Planning, economic development, regeneration, property investment		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 Governance Operations People Project / Programme Financial	Continued monitoring and horizon scanning of Government policy	Continued monitoring and horizon scanning of Government policy	6(3x2)		16/02/2026 Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.
					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 Operations Technology Security 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)		16/02/2026 Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.
					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 OBR / Fit for the Future	Comprehensive, robust and transparent approach to budget development and service delivery. Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.	3 (3x1)					16/02/2026 Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.
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 Strategic Management of Activities Delivery of Services Strategic communication	Pro-active communications and transparency Strategic management of all Council activities to ensure continued high reputation 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. Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation	3 (3x1)					16/02/2026 Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.
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 Reserves Policy Continue financial forecasting	Budget and Performance Panel Reserves Policy Continue financial forecasting and scenario planning e.g. for energy costs	6 (3x2)	Move to sustainable solutions	Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures Council has approved the construction of a Solar Farm at Burrow Beck and also the development of a new Data Centre at Salt Ayre. Both will have a positive impact on the Council's sustainability ambitions but also income generation and cost reduction	Mark Davies Paul Thompson	31/03/2026	16/02/2026 Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.

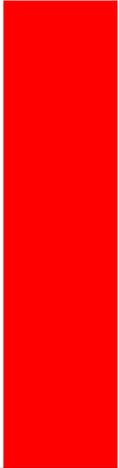
							Level of Reserves	As part of the annual budget cycle the s151 Officer is required to make a statement of the adequacy of the Council's reserves, provision and balances and set a minimum level of reserves. This ensures that it is able to mitigate variations in the short to medium term.	Paul Thompson	31/03/2026		
15	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district. Joanne Wilkinson	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 Continuous review of assets and infrastructure Councils infrastructure	Asset Management Plan Continuous review of assets and infrastructure OBR Assets group in place.	2 (1x2)	Asset Management Plan Conduct a major review of Council infrastructure and assets, taking a future focused approach to asset management.	Joanne Wilkinson	31/03/2026	15/07/2025	Risk re-scored following update to matrix on behalf of Mark Davies. Owner transferred to Jo Wilkinson
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 Alex Kinch	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 (3x2)	Strategy	Corporate Plan Policy Framework Continuous review of strategy and policy LGA Workshop with Members CPC review and action plan. CPC Action Plan progress reported to O&S	Corporate Plan Policy Framework Continuous review of strategy and policy, and alignment with service delivery. These took place in September 2023. CPC review and action plan. Action Plans have now been added into Service Plans. CPC Action Plan progress reported to O&S in October 2025 as a control measure	2 (1x2)				16/01/2026	Reviewed on instruction from Alex Kinch. Scoring remains as is, new control measure added
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 Continuous review of governance processes	Corporate Governance Continuous review of governance processes to ensure they are fit for purpose	6 (2x3)				16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.

				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. 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	31/12/2026	19/01/2026	CQ action updated to reflect status
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 Registration with BSE for high rise blocks	Fortnightly senior housing management meetings updating on risks and plans around <u>building safety review</u> . Fire safety works being completed. Fire door audits being undertaken Monthly Compliance Steering Group comprising staff from across the Housing Service meet to <u>discuss issues and tasks that are needed</u> . Tenants Voice group and Building Safety Group established Registration of blocks with BSE complete On-going and regular campaigns on fire safety undertaken with residents. Cabinet (Feb 24) approved decommissioning Bridge House - Housing team now progressing <u>decision</u> . Building Safety Case files prepared ready for call in.	2 (2x1)	Non-compliance with BSE	To review Building Safety Case files following EWI survey results	Paul Mackie	31/12/2025	02/07/2025	Limited change - safety case files not yet called in, but will be reviewed following cladding survey results which should be due in next quarter. Bridge House now has 16 residents residing in it as the decant strategy is underway. Work to remove the front cladding on one elevation of Bridge House is commencing in July.

					Non compliance with BSE	Commissioned external cladding survey for Park House - draft report received shows low risk tolerable conclusion.						
					Non compliance with BSE	Information updated on improved intranet pages						
					Non-compliance with BSE	Resident engagement strategy for building safety approved						
					Non-compliance with BSE	Ongoing and regular dialogue with LFRS including site visits						
20	SR21 Non compliance with Regulator of Social Housing Standards. Dennis Graham 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)			02/07/2025	Limited change. Continue to keep abreast of what's going on through the sector. Recent announcements include - details of professionalisation, changes to electrical safety requirements, updates on Awaabs Law etc... Annual meeting with the regulator booked for middle of July.	
					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						
					Social Housing Regulation	Internal Audit to be completed Q3 25/26						
					Social Housing Regulation	Engagement meetings taking place with the Regulator.						
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		6 (3x2)	Data Centre	Business case to be presented to CAG 15th May. Once considered the aim is for it be presented to June/ July Cabinet for formal approval and release from the Development Pool	Nick Goulden Paul Thompson	31/07/2025 16/07/2025	Risk rescored and further control measure added.
					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						
					Cabinet have approved money for the build of a new data centre at SALC	Cabinet have approved money for the build of a new data centre at SALC						

23	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	16/01/2026	Risk reviewed and no change for the time being, until we move past implementation phase in Q1 of next year
24	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 Mianway project Mainway project	Reports completed on a quarterly basis to update on project progress at a corporate level. Fortnightly project team meetings reviewing progress. 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 Demolition of school site completed Regular meetings with Homes England taking place to keep them abreast of developments Financial model put forward to Link Planning application approved for Phase 1a and b Various and ongoing engagement events / information sessions with residents and councillors New governance structure with Project Board, Scrutiny Group and sub-groups established. MIAA audit review completed MIAA supporting with PBC for Mainway. Report to Cabinet seeking preferred way forward through seeking partnership (as well as gaining cost for the scheme).	4 (2x2)	Mainway project Mainway project Mainway project Mainway project	Procurement of next stages to be completed Lune and Derby Houses to be disposed of Masterplan to be completed Applications for funding to be submitted where relevant.	Joanne Wilkinson Joanne Wilkinson Joanne Wilkinson	31/03/2027 31/12/2025 31/03/2026	20/10/2025	MIAA have nearly completed PBC for Mainway / Skerton case. Ongoing engagement with Homes England now further details of AHP funding has been released. Regular meeting of Programme Board. Unfortunately application for Council Housebuilding Support Fund - unsuccessful. Report scheduled for October Cabinet seeking way forward through partnership / as well as seeking price for Council to complete build.
25	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	15 (3x5)	Strategy Governance Operations Legal Property Commercial People Technology Security Project / Programme Financial Data Info and Management	Regular discussions at LT and with Members, Lancashire Leaders / CEX groups Council have agreed an x party working group LGR Steering Group	Regular discussions at LT and with Members, Lancashire Leaders / CEX groups Council have agreed an x party working group Set up LGR steering group for Cabinet and senior officers	10 (2x5)					16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and two new control measures added. All 3 risk scores amended. Minor amendments made to a control measure.

27 and the risk of staff leaving the Council causing problems in the delivery of services.



management

Liaise with Elected Members and Management from nearby Lancashire Authorities

Liaise with Elected Members and Management from nearby Lancashire Authorities to understand their thinking and positions.



PMO in place including all Lancashire authorities

PMO in place including all Lancashire authorities

Strategic delivery partner for LGR selected

Ernst and Young selected as the strategic delivery partner

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

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