LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

Committee: **BUDGET AND PERFORMANCE PANEL**

Date: **THURSDAY, 24 APRIL 2025**

Venue: **CITYLAB, DALTON SQUARE, LANCASTER**

Time: **6.00 P.M.**

Councillors are reminded that as Members of Overview and Scrutiny they may not be subjected to the party whip, which is prohibited under the Lancaster City Council Constitution.

A G E N D A

PLEASE NOTE THAT THE VENUE FOR THIS MEETING IS THE CITYLA, DALTON SQUARE, LANCASTER

1. Apologies for Absence

2. Minutes

To receive as a correct record the Minutes of the Meeting held on 19th February 2025 (previously circulated).

3. Items of Urgent Business authorised by the Chair

4. Declaration of Interests

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. Projects and Performance - Q3 2024/25 (Pages 3 - 13)

Report of the Chief Executive.

6. Strategic Risk Management (Pages 14 - 30)

Report of the Chief Executive.

Note: *This report contains an exempt appendix and the press and public will be excluded from the meeting if the Panel is minded to refer to the information within the exempt appendix.*

7. Work Programme (Pages 31 - 38)

Joint report of Chief Officers Finance and Governance.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Ross Hunter (Chair), Chris Hanna (Vice-Chair), Keith Budden, Brett Cooper, Isabella Metcalf-Riener, Hamish Mills, Sue Penney, James Sommerville and Jackson Stubbs

(ii) Substitute Membership

Councillors Suhir Abuhajar, Dave Brookes, Ruth Colbridge, John Livermore and Roger Dennison

(iii) Queries regarding this Agenda

Please contact Stephen Metcalfe, Democratic Support - email sjmetcalfe@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Democratic Support email democracy@lancaster.gov.uk.

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

Published on 14 April 2025.

Budget and Performance Panel

Projects and Performance – Q3 2024/25
24 April 2025

Report of Chief Executive

PURPOSE OF REPORT

To provide members with an update on Strategic Projects and Corporate Performance, during quarter three 2024/25 (October - December 2024).

This report is public.

RECOMMENDATIONS

(1) Budget and Performance Panel considers the quarterly updates for Strategic Projects and Performance as show in the appendices, making any comments considered necessary.

1.0 Introduction

1.1 The purpose of this report is to present information relating to the council's Strategic Projects and Performance from October - December 2024, which can be found within the appendices.

2.0 Performance Reporting

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

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

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

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

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

3.0 Strategic Projects Reporting

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

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

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

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

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

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

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

CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, 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, such as Human Resources, Information Services, Property, Open Spaces There are no further implications directly arising.
SECTION 151 OFFICER'S COMMENTS The Section 151 officer has been consulted and has no further comments.

MONITORING OFFICER'S COMMENTS	
The Monitoring Officer has been consulted and has no further comments.	
BACKGROUND PAPERS None	**Contact Officer:** Claire Dubelbeis, Projects and Performance Manager **Telephone:** 01524 582504 **Email:** cdubelbeis@lancaster.gov.uk **Ref:**

LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

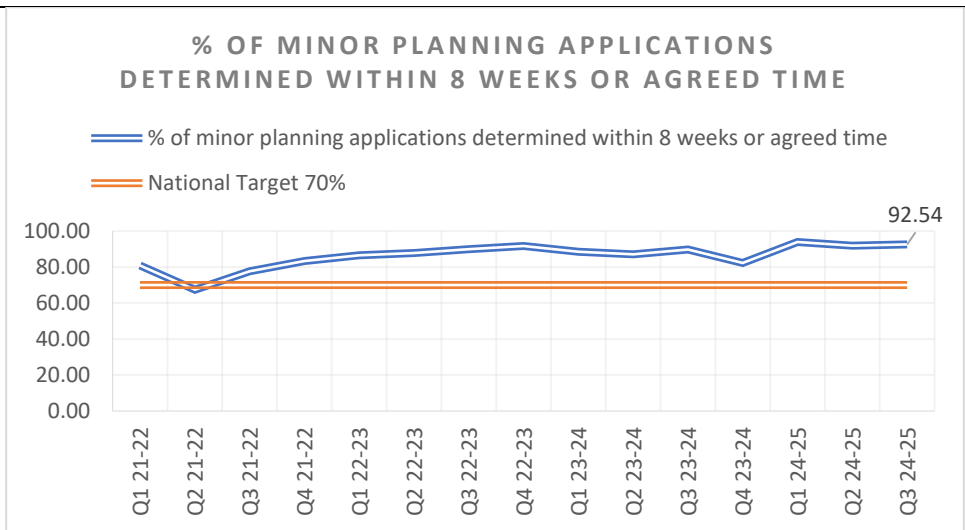
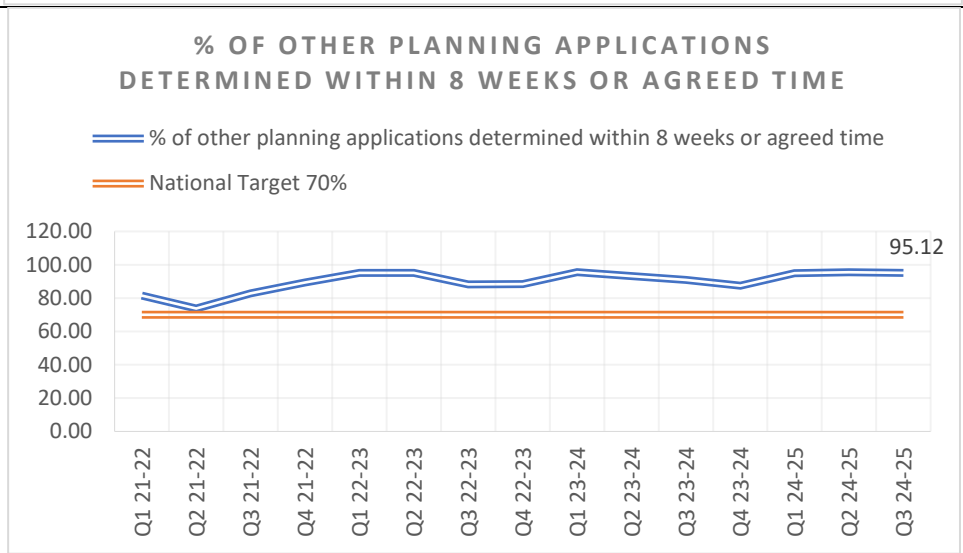
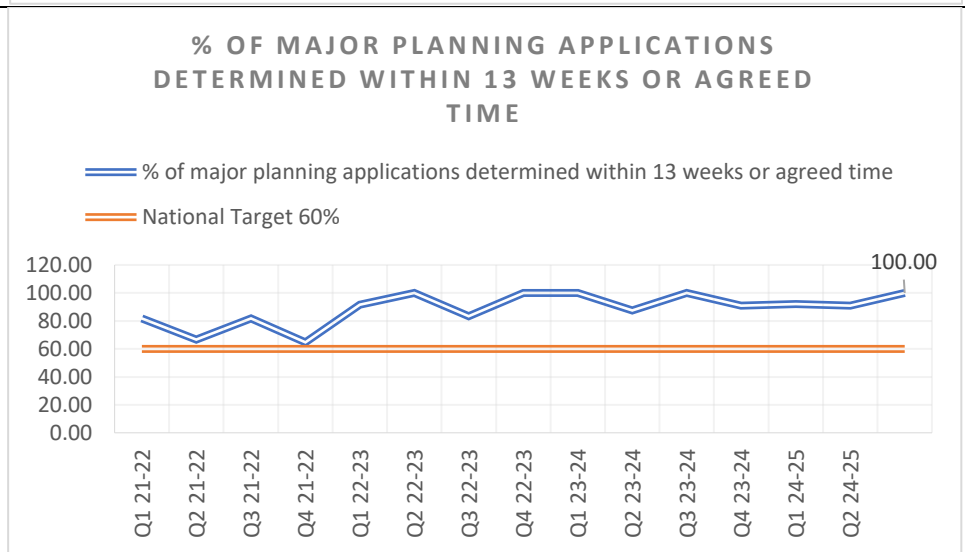
Corporate Performance updates
31st December 2024 (Q3)

Council Priorities Key

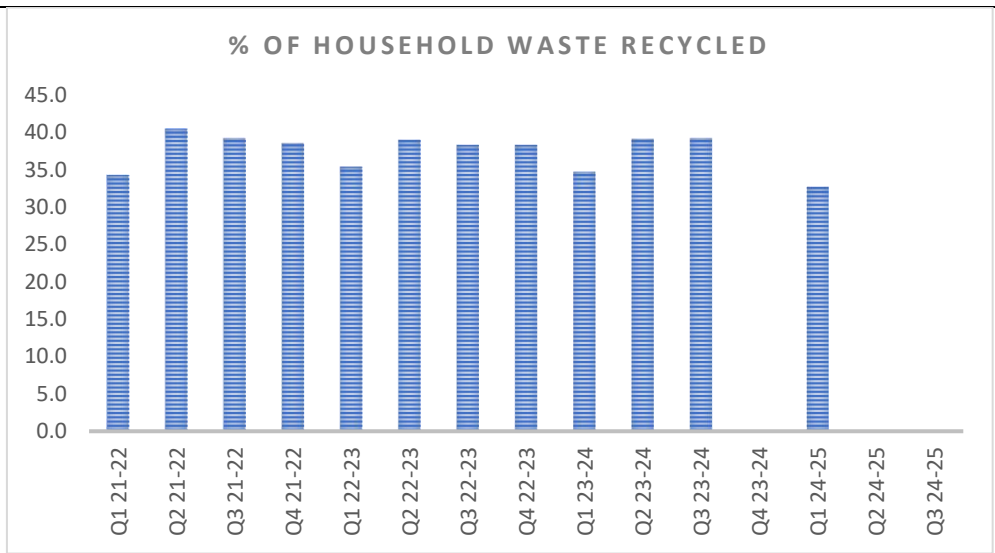
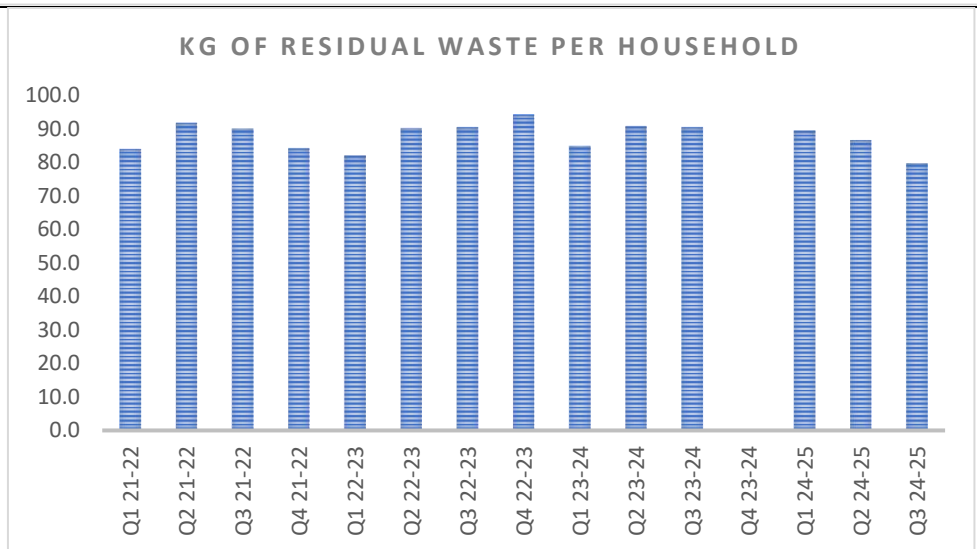
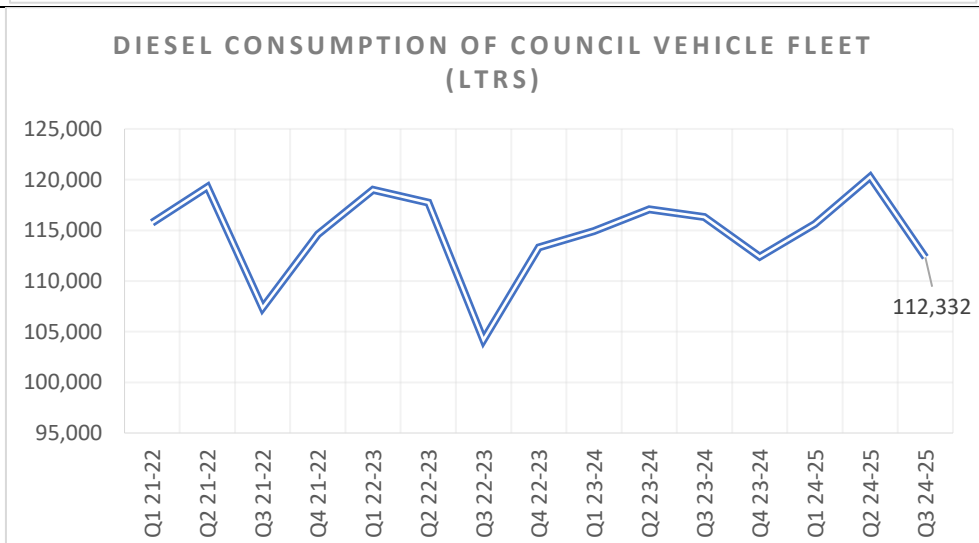
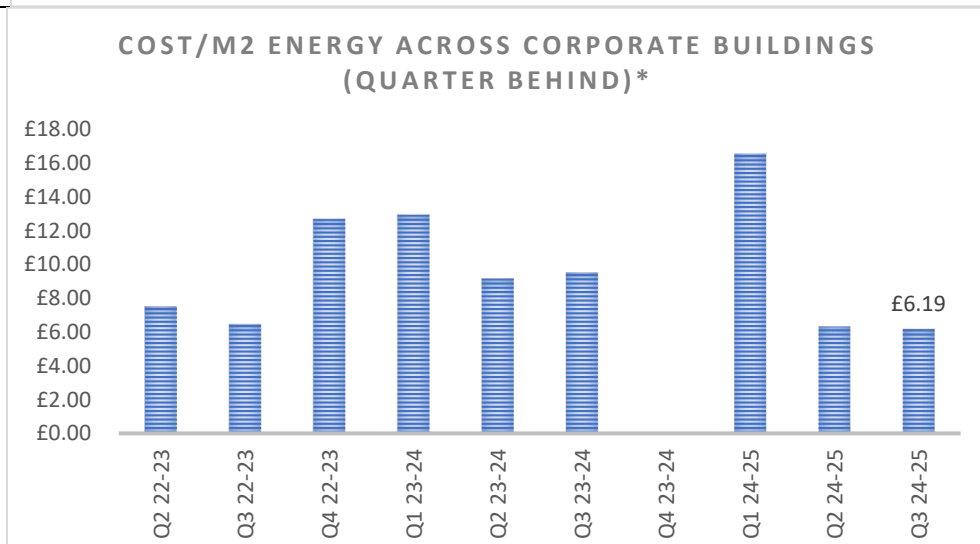
I	An inclusive and Prosperous Local Economy (Economy)
S	A Sustainable District (Environmental)
H	Healthy and Happy Communities (Social)
R	A Co-operative, Kind and Responsible Council (Governance)

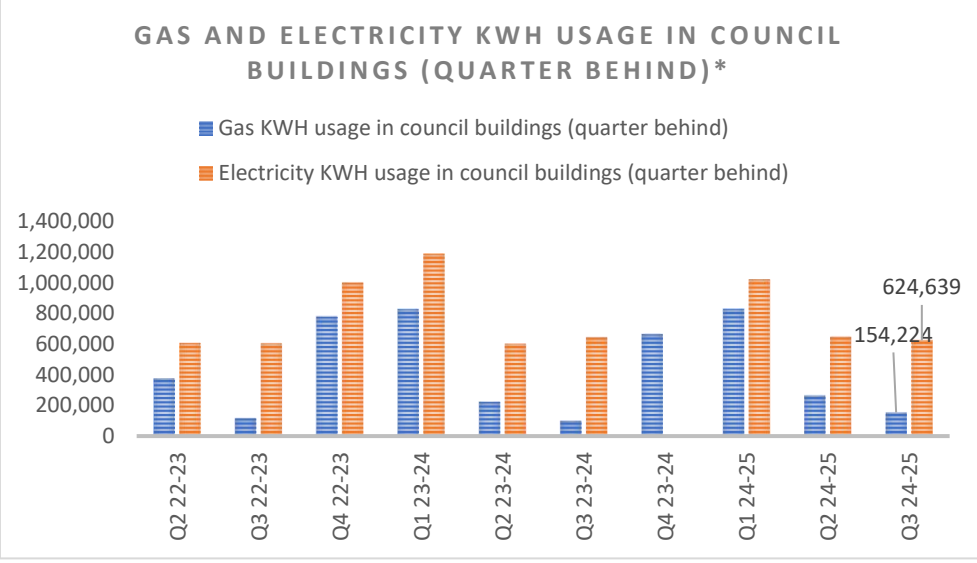
Measures marked with a * are usually compared to the same quarter from the previous year.

An Inclusive and Prosperous Local Economy (Economy)

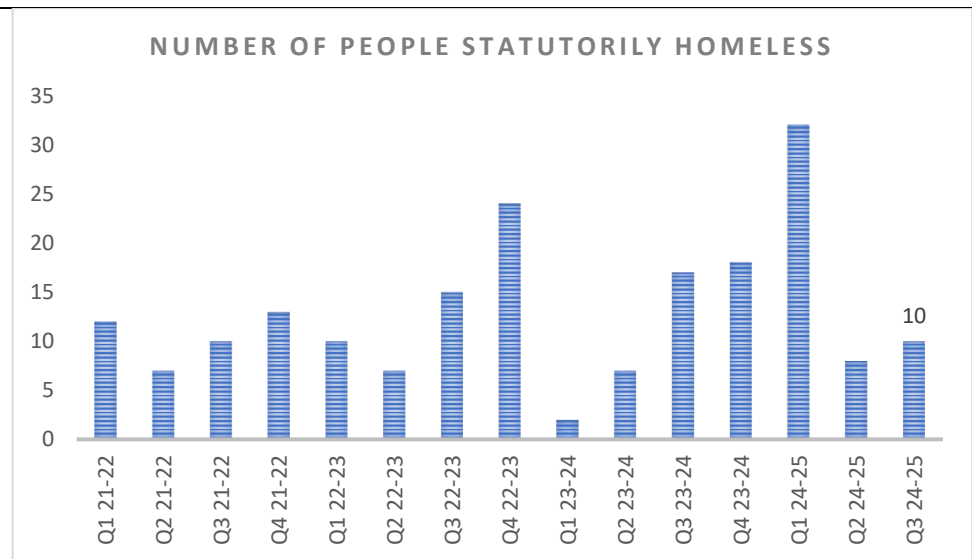
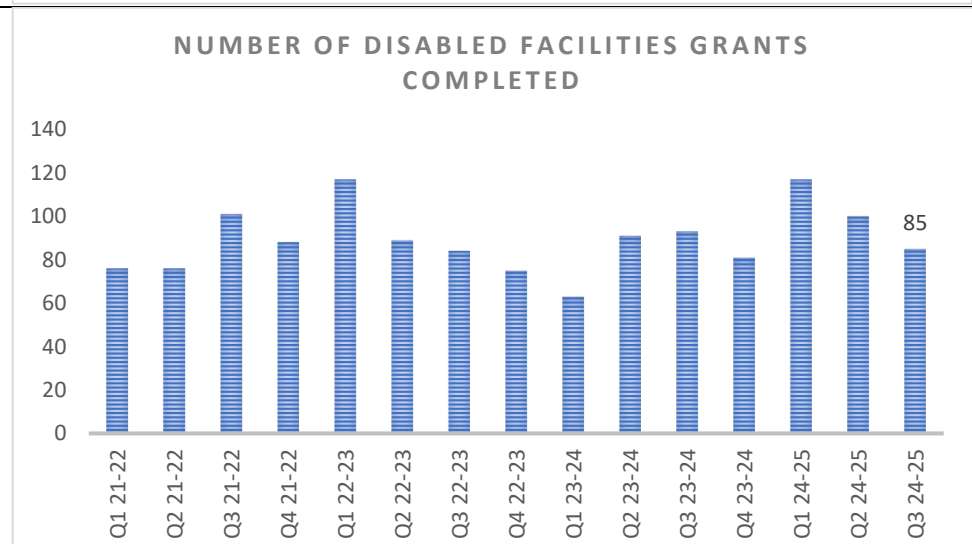
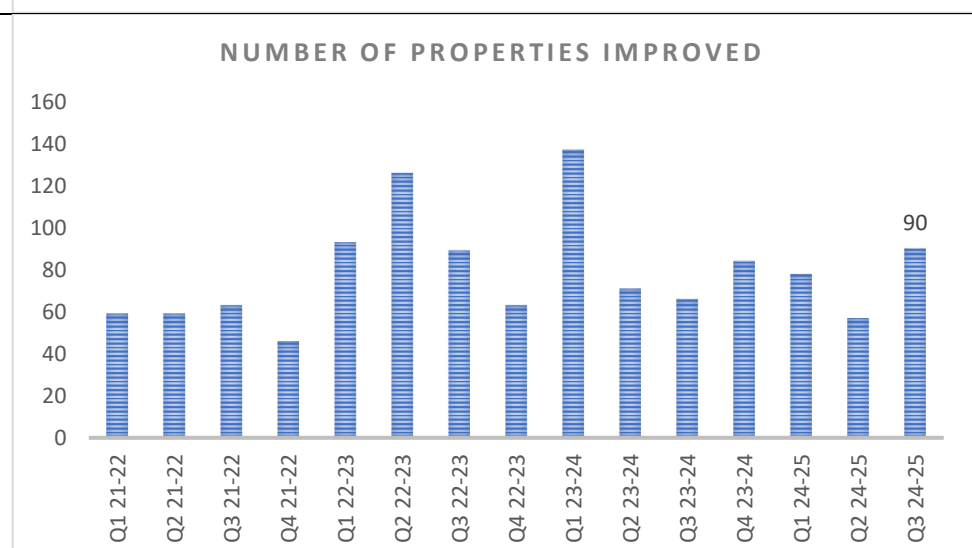
Priority	KPI Measure and Direction of Travel	Comments provided by KPI Owners
I		Performance is consistent with previous quarters and not only are applications being determined within a timely fashion, but quality of decision making is also above the national average. **High is good**
I		The performance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

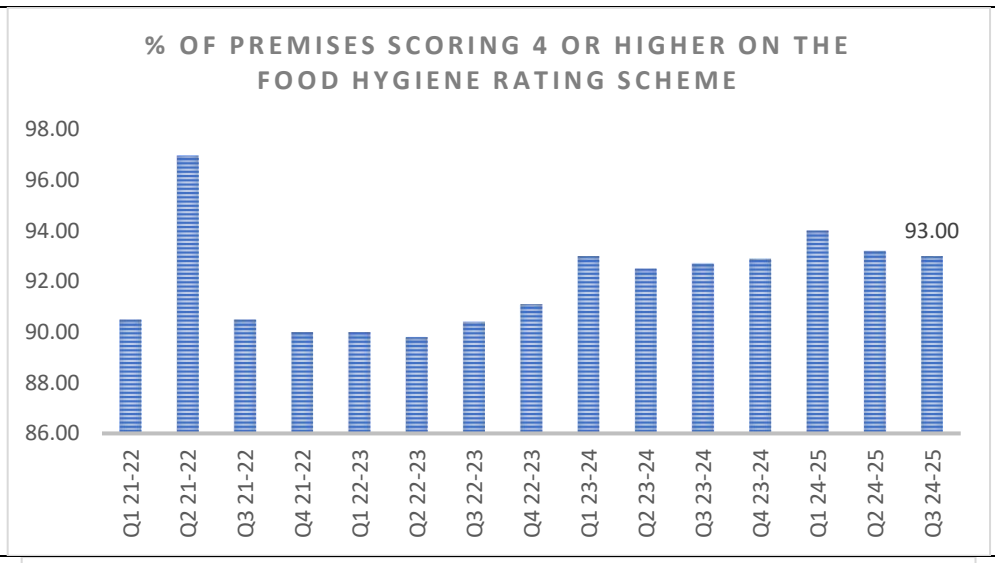
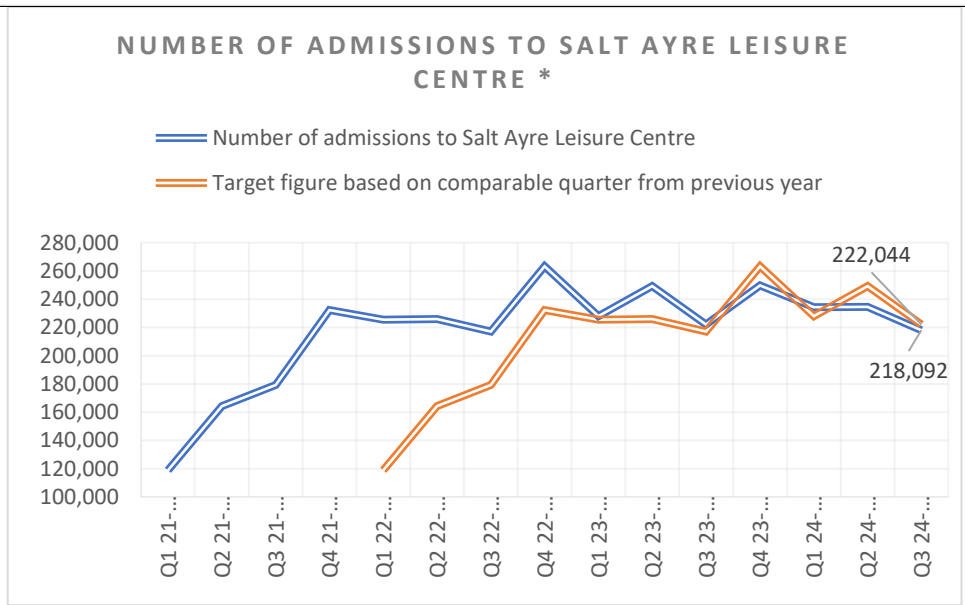
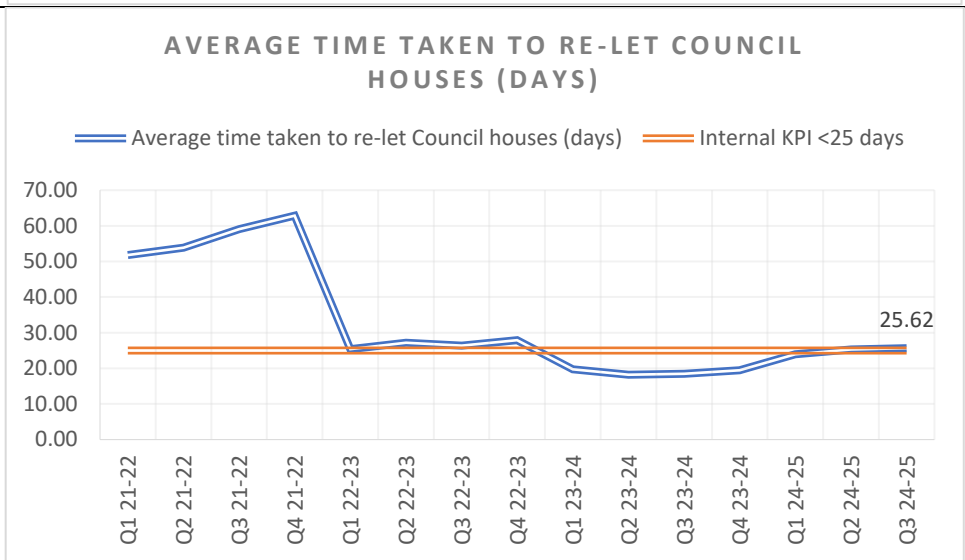
A Sustainable District (Environmental)

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

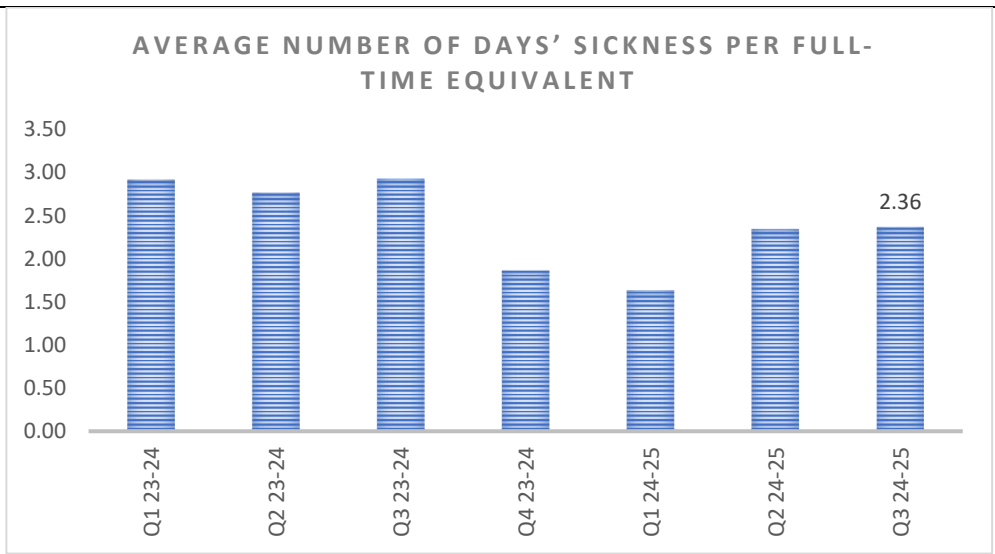
	S				Gas – Comparison with Qtr 3 from previous year shows consumption has seen a slight increase. Further analysis would be required to determine the cause for this change. Electricity – Comparison with Qtr 3 from previous year shows consumption has seen a slight decrease. Further analysis would be required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

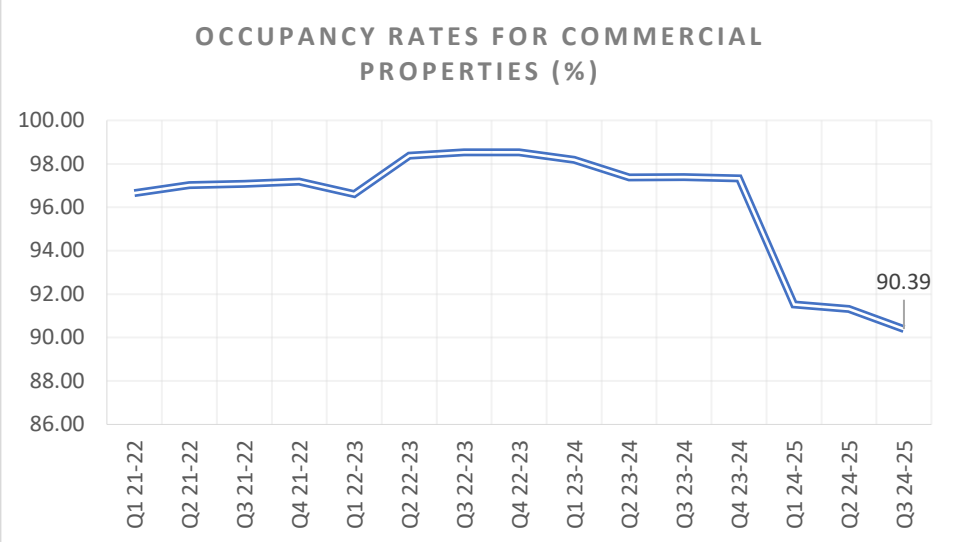
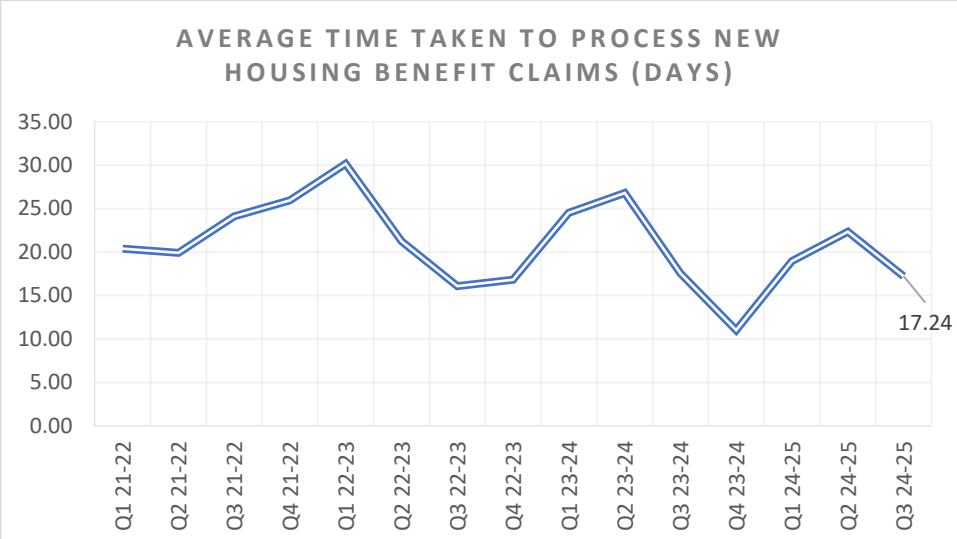
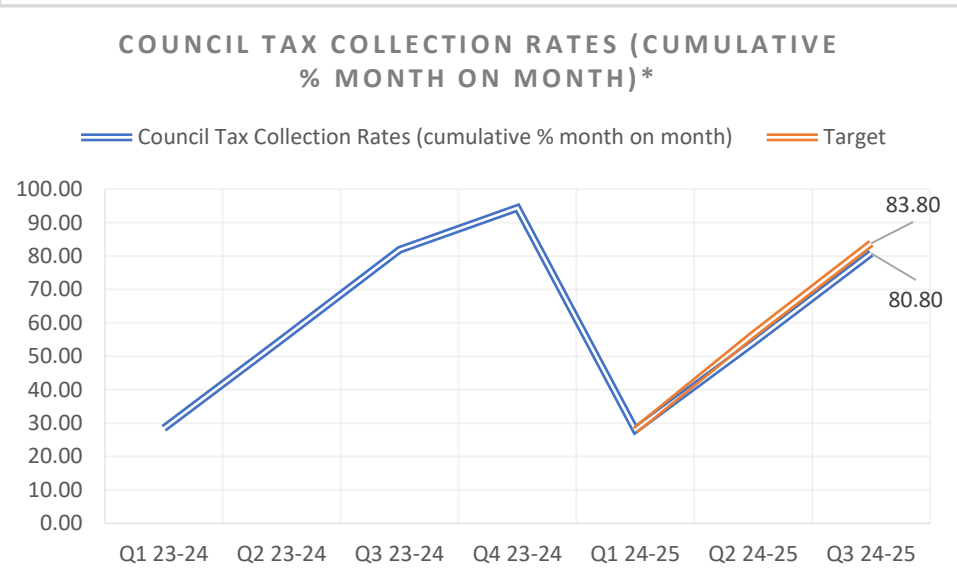
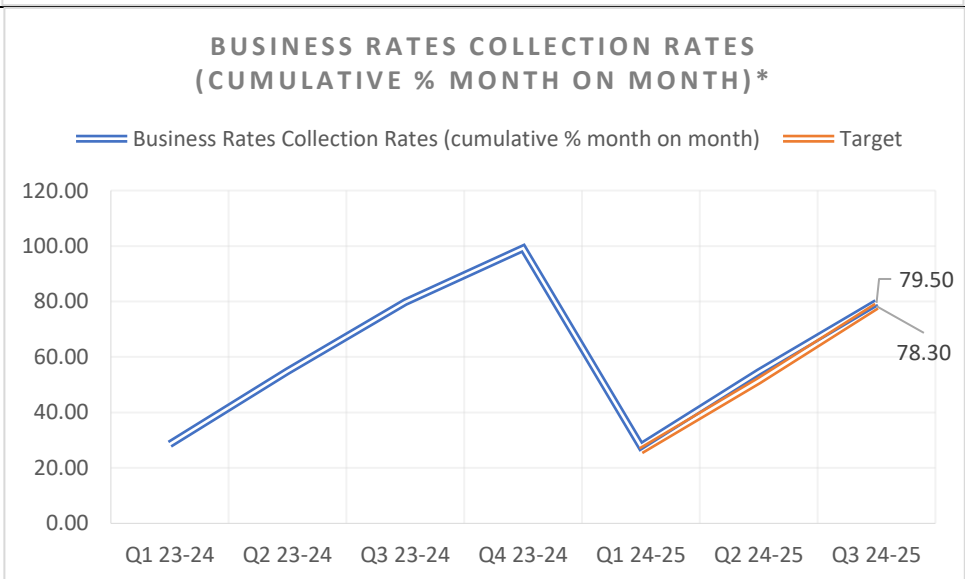
Healthy & Happy Communities (Social)

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

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

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

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

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

LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

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

Priorities Key

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

Status Key – Projects

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

An Inclusive and Prosperous Local Economy (Economy)

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

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

A Sustainable District (Environmental)

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

Healthy & Happy Communities (Social)

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

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

BUDGET AND PERFORMANCE PANEL

Strategic Risk Management

24 April 2025

Report of Chief Executive

PURPOSE OF REPORT
To provide Members of the Panel with an update on the authority's progress in updating the Strategic Risk Register.
This report is public, with appendix B being exempt by virtue of paragraph 3 of Schedule 12A the Local Government Act 1972.

RECOMMENDATIONS

(1) The Budget and Performance Panel considers the quarterly updates for the Strategic Risk Register, as shown as appendix A (public report) and appendix B (restricted report), making any comments considered necessary.

1.0 Introduction

1.1 Quarterly Strategic Risk Report as updated by Leadership Team to be seen by Budget and Performance Panel be noted.

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

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

- Two new Strategic Risks have been added to the register. These are "SR28 – Delivery of Mainway Project" and "SR29 – Local Government Reorganisation".
- Risk reviews have been run against 18 Strategic Risks.
- Action plan due dates have been updated for risks SR01, SR02, SR06, SR09, SR14, SR26, SR27, SR28 and SR29.
- New control measures added for risks SR01, SR04, SR05, SR12, SR20, SR27, SR28 and SR29.
- The residual and target risk scored for risk SR04 has reduced.
- Three of the Strategic Risks are red. Of these, risks SR11 and SR29 are above the Council's risk appetite.

CONCLUSION OF IMPACT ASSESSMENT
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, 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, such as Human Resources, Information Services, Property, Open Spaces

No direct resource implications arising from this report.

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

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

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

Strategic Risk Register, report created 24.02.25

Red text used to highlight changes since the previous report

Risk No.	Risk and Owner	Risk Description	Residual Risk Score (impact x likelihood)	Risk Category	Existing Control Measure	Existing Control Measure Description	Target Risk Level (impact x likelihood)	Action Plan Title	Action Plan Description	Action Plan Owners	Action Plan Due Date	Date Last Reviewed	Review Comment
1	SR01 Central Government funding is insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability. Mark Davies Paul Thompson	Central Government funding and/or revenues collected are insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability. Link to Council Plan 24-27: 4.1 Value for Money	4 (2x2)	Financial	Officer/Member Working Groups	Capital Assurance Group (CAG) and Financial Resilience Group (FRG)	2 (2x1)	Outcomes Based Resourcing	Review of existing budgets to identify areas for realignment/ refocusing or cessation to deliver efficiencies but ensuring that Services remain aligned with the Councils Priorities.	Mark Davies Claire Dubelbeis Alex Kinch	31/12/2025	03/02/2025	Action closed as it is now a control measure. Further action has the date extended until the end of 2025. Claire D added as action owner, for monitoring purposes.
					Council Strategies	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy							
					Monthly income monitoring by applicable services	Monthly income monitoring by applicable services							
					Quarterly reporting	Formal quarterly reporting to Cabinet and Budget and Performance Panel							
					Commercialisation	Development of other alternative service delivery vehicles to deliver efficiencies and/ or operational surpluses which can be reinvested into Council Services.							
					Business Plans for Investments	Develop business plans for investment particularly in relation to decarbonisation and renewable energy generation.							
					Fees and Charges Income Monitoring	Regular monitoring and forecasting by services of all fees and charges. To be undertaken by Heads of Service and Managers.							
					Fit for the Future Strategy	The Strategy contains a number of principles to achieve Financial Stability.							
2	SR02 The Council fails to meet the 2024/25 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects. Mark Davies Paul Thompson	The Council fails to meet the 2024/25 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects. Link to Council Plan 24-27: 4.1 Value for Money	6 (3x2)	Financial	Budget and Performance Panel	Budget and Performance Panel	2 (2x1)	Outcomes Based Resourcing / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas. NOTE: This is also listed as a control measure as the programme is phased so has already delivered some savings with further outcomes and savings to follow.	Mark Davies Claire Dubelbeis Alex Kinch	31/12/2025	03/02/2025	Action has the date extended until the end of 2025. Claire D added as action owner, for monitoring purposes.
					Reserves Policy	Reserves Policy							
					Project Managers	Project Managers - suitably skilled PMs assigned to lead strategic projects							
					Programme Managers	Programme Managers in place for specific programmes							
					Programme Delivery Board	Programme Delivery Board							
					Cabinet	Cabinet							
					Portfolio Holder	Portfolio Holder							
					Outcomes Based Resourcing for 23/24 financial year	Outcomes Based Resourcing for 23/24 financial year							
					Project Delivery Board	Project Delivery Board - Consisting of Leadership Team to monitor delivery via quarterly reports and provide support and challenge to each project as required.							

					Projects and Performance Manager	Established to provide a central co-ordination point for all the Council's projects and performance. Responsible for co-ordination and monitoring.				
					Delivering Our Priorities Quarterly Monitoring Reports	Delivering Our Priorities Quarterly Monitoring Reports - Monitoring report linking Projects, Performance and Resources presented to Cabinet and Budget & Performance Panel.				
					Quarterly Cabinet Meetings	Quarterly Cabinet Meetings - Project and Financial information present to Cabinet/ Portfolio providing an opportunity for review and discussion of performance. As part of the Funding the Future Strategy, the Outcomes Based Resourcing exercise is commencing July 2022 to identify revenue savings for 2023/24 and beyond				
					Outcomes Based Resourcing / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.				
3	SR03 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver Alex Kinch	The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver effective services, projects and council priorities. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	People	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk	6 (3x2)		22/10/2024	Risk reviewed on behalf of Alex Kinch. Confirmed no changes since last risk review.
					Annual Appraisal Process	Annual Appraisal Process embedded				
					Pay and Grading Structure	Pay and Grading Structure - The new pay and grading structure and job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale. Recent experience suggests that this assisted in attracting applicants with the desired skills and values.				

4	SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver capital projects. Joanne Wilkinson ~~Paul Thompson~~	Future capital investment is dependent on capital receipts from the sale and utilisation of council assets. Link to Council Plan 24-27: 4.5 Innovative Public Service	6 (3x2)	Property Financial	Use of Council Assets	Capital Strategy Group	4 (2x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson	31/03/2025	17/12/2024	Paul Thompson removed as risk owner
					Use of Council Assets	Ongoing OBR workstream reviewing assets		Council Assets	Updated Asset Management Strategy to be developed to incorporate property performance, as well as Estates and FM areas.	Paul Mackie Joanne Wilkinson Dan Wood	31/03/2026	21/01/2025	Continued progress - condition surveys completed and information analysed and presented to OBR assets and Cabinet. Resultant agreed programme of works now fed through 10 year budget programme. Additional resources identified to assist delivery of work. Disposal of assets being considered on a case by case basis when reasonable offers are being made and progress against disposals agreed continues. The Asset OBR group is meeting regularly. Commercial Property Manager recruited to.
					Use of Council Assets	Performance monitoring of leases implemented							
					Use of Council Assets	Budget Monitoring							
					Use of Council assets	Implemented active asset management inc. financial modelling for stock rationalisation.							
					Use of Council assets	Appointed Eckersleys to support the council in asset disposal.		Council Assets	Climate Strategy for Housing and Property to be developed	Paul Mackie Joanne Wilkinson	01/04/2025		
					Use of Council Assets	Stock Condition Surveys for property group completed							
					Use of Council Assets	Asset Management Strategy in place,							
					Use of Council Assets	Officer energy fit for the future group completed recommendations and report produced presented at OBR Assets							
					Use of Commercial Assets	Commercial Manager post recruited to.							
					Use of Commercial Assets	Estates Improvement Plan developed							
					Use of Council Assets	10 year capital programme developed and fed through the budget							
					Use of Council Assets	Energy Officer to be recruited to support reductions in utility costs.							
					Use of Council Assets	Project Officer to be recruited to - to support delivery of increased capital / revenue projects for next three years.							

5	SR05 Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies	Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies.	6 (3x2)	Financial	Resourcing the emergency response function	The Council continues to adequately resource its emergency planning function, including maintaining its team of out of appropriately trained emergency response officers.	6 (3x2)	Community Resilience	The Council supports community resilience through CEPGs and FLAG groups etc. The local CEPG own and update their own plans in liaison with the Resilience Officer	Alex Kinch	31/03/2025	29/01/2025	Alex provided the update made.
					District emergency	Lancaster District Emergency Plan and LRF (Lancashire Resilience Forum) plans that cover site or incident specific risks, including for example: an incident at Heysham Power Station, or a flooding/weather event.		Adaptation Schemes	The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence). This will be undertaken through the emerging Our Future Coast programme.	Paul Blakeley Jonathan Noad	31/03/2025		
	Kirstie Banks-Lyon Alex Kinch				Business Continuity Plans	Business Continuity Plans							
					National Emergency (such as a pandemic)	LRF plans.							
					Financial Planning	Financial Planning - Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.							
					Business Resilience	Business Resilience - The Council continues to invest in resilience measures eg technology to facilitate remote working.							
					Partnerships	Partnerships - The Council continues to allocate resource to developing its key partnerships LRF, CSP (Community Safety Partnership) and local resilience partners.							
					County wide emergency (such as widespread loss of power and extreme weather events)	The LERP (Lancashire Emergency Response Plan) and plans as required from box 2 and box 3 plans, held in resilience direct.							
					Financial Planning	Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.							
					Corporate Resilience Exercises - January 2025	The LGA held two corporate resilience exercises with managers w/c 20th January 25.							

6	SR06 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030. Mark Cassidy	In January 2019 the Council declared a 'climate change emergency' and have now sought endorsement of an approach to reduce the Council's direct Co2 emissions to 'net zero' by 2030. Whilst an action plan is in place, costs associated with implementing the actions are considerable and are constantly under review. Link to Council Plan 24-27: 1.1 Carbon Zero	8 (4x2)	Strategy Project / Programme	Delivery plan in place	Climate Change Action Plan - the Climate and Nature Strategy will supersede this	8 (4x2)	(i) Climate and Nature Strategy	The Council continues to work on the delivery of its CaNS. This is a vision for a climate-resilient district. It will be co-produced by the Council and other stakehodlers. Details here: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates	Mark Davies	31/03/2025	24/02/2025	Updated information supplied by Mark Cassidy. Including revisions to control measures and action plans. The Council continues to make good progress across a number of climate workstreams, including: (i) The Local Area Energy Plan (LAEP) was adopted at October Cabinet. Officers are now tasked with workign up feasbility proposals and reporting back to Cabinet in due course. Discussions regarding the potential for UKSPF assistance regarding implementation of the LAEP are ongoing. (ii) The District Climate and Nature Strategy (CaNS) public events have been completed and the CaNS continues to be prepared. The date for outturn has moved back to End-May 2025 due to some consultancy delay. (iii) Detailed delivery plans (and relevant planning applications and other consent-based regime submission) are being advanced for the successful Salix-funded decarbonisation for The Storey, Williamson Park and CityLab. (iv) The Council's proposed solar PV scheme at Burrow Beck is in delivery phase. A Section 73 (amendment) application has been submitted seeking to amend detail including the angle of panels and the provision of drainage swales. (v) It has been agreed with the Climate Action Portfolio Holder that an Annual Report regarding the Council's progress to Net Zero by 2030 for its own (Scope 1) activities will be produce at the end of every calendar year. The Cabinet meeting of 2 December 2025 has already been reserved for the first Annual Report.
					Peoples Jury	Peoples Jury - The Council considers the recommendations of the Peoples Jury and builds recs that can be delivered directly by the Council into its plans		(ii) Local Area Energy Plan	LAEP sets out a long-term vision for decarbonising the district by 2040 and looks beyond the council's own 2030 target for its direct activities. The LAEP sets out the changes required to transition the Lancaster district energy system and built environment to net zero while also addressing fuel poverty. It details what changes are required, where, when and by whom. Since the last review the LAEP has been formally adopted by this Council. Next stages for implementation are being considered alongside potential for UKSPF assistance.	Mark Cassidy	31/03/2025		
					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.						

7	SR07 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes. Mark Davies Luke Gorst Paul Thompson	On the 29 January 2019, Full Council approved the Council's strategic priorities for the purpose of informing budget decisions for 2020-21 and future years. Link to Council Plan 24-27: Whole document.	6 (3x2)	Strategy	Carbon Zero +	More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates	4 (2x2)	Local Development Plan	Local Development Plan	Mark Davies	30/09/2024	06/01/2025	This risk has been reviewed and remains unchanged.
					Medium Term Financial Strategy (MTFS)	MTFS - in place to set out how the council proposes to manage its financial resources in line with corporate priorities.							
					Programme Management	Programme Management - in place to ensure strategy is followed and monitored on a regular basis.							
					Corporate Plan / Plan 2030	Corporate Plan / Plan 2030 - Updated in December 2021 to lay out the councils vision.							
8	SR08 The Council fails to deliver its key projects due to the lack of capacity and resources. Mark Davies	The Council has a number of key projects (Canal Quarter, Eden Project Morecambe, OBR, My Mainway, Heysham Gateway, Frontierland etc) all of which have detailed strategies for implementation. In order to deliver these key projects it is essential they are properly prioritised and resourced. Link to Council Plan 24-27: 4.5 Innovative Public Services	6 (3x2)	People Financial	Local Plan	Local Plan	3 (3x1)	Local Plan	Local Plan, due to be adopted in Jan 27	Mark Cassidy Mark Davies	01/01/2027	15/07/2024	Updates made on consultation with Mark D and Mark C.
					Medium Term Financial Strategy (MTFS)	Medium Term Financial Strategy (MTFS)							
					Investment Strategy	Investment Strategy		Reserves	Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies.	Mark Davies Paul Thompson	31/03/2025		
					Capital Programme	Capital Programme							
					The Council continues to resource key service teams in Planning, economic development, regeneration, property investment	The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management.		People Plan	3-Year People Plan in place and being delivered, which includes emphasis on upskilling and staff development, as well as initiative to support recruitment and retention.	Alex Kinch	31/03/2026		
					Collaborative Working	We work in collaboration with other stakeholders. For example, on the Eden Project we are working closely with the County Council.							
					Partnership Working	Many of our projects involve working in collaboration with other partners. For example, working with the County Council for the Eden Project Morecambe.							
					Capital Programme	Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding.							
					Funding the Future Strategy	Funding the Future Strategy							

10	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Mark Davies	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Link to Council Plan 24-27: 4.1 Value for money	6 (3x2)	Strategy	Continued monitoring and horizon scanning of Government policy	Continued monitoring and horizon scanning of Government policy	6 (3x2)			15/07/2024	Reviewed with Mark D, this remains as-is.
					Clear and focused Council strategy to maximise alignment with Government policy and resourcing	Clear and focused Council strategy to maximise alignment with Government policy and resourcing					
					Strategic Plans	Strategic Plans - Continue to develop Council strategic plans and documentation in light of emerging Government policy					
11	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities. Mark Davies	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities. This risk is outside of the control of the Council. It can not be fully mitigated against but should still be recorded on the strategic risk register.	9 (3x3)	Strategy Financial	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues	9 (3x3)			15/07/2024	Reviewed in conjunction with Mark D. This risk remains as-is.
					Strategic responsiveness through continued risk management review	Strategic responsiveness through continued risk management review					
					Agility and Resilience	Agility and Resilience - Continue to develop agility and resilience across the organisation					
					Strategic risk management approach	Strategic risk management approach					
12	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation. Mark Davies Paul Thompson	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation. Link to Council Plan 24-27: 4.5 Innovative Public Service	3 (3x1)	Strategy Financial	Budget Development	Comprehensive, robust and transparent approach to budget development and service delivery.	3 (3x1)			03/02/2025	Action closed as it is now a control measure.
					OBR / Fit for the Future	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.					
13	SR13 The Council's reputation is damaged through its own actions or actions of others in the District Mark Davies	SR13 The Council's reputation is damaged through its own actions or actions of others in the District. Link to Council Plan 24-27: 3.4 Community Engagement	3 (3x1)	Strategy People	Communications	Pro-active communications and transparency	3 (3x1)			19/07/2024	Risk reviewed and no changes made
					Strategic Management of Activities	Strategic management of all Council activities to ensure continued high reputation					
					Delivery of Services	Delivery of Services - Continue to manage and deliver services in a way that supports the authority's reputation as a Co-operative, Kind and Responsible Council.					
					Strategic communication	Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation					

14	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services. Mark Davies Paul Thompson	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services. Link to Council Plan 24-27: 4.1 Value for money	6 (3x2)	Operations Financial	Budget and Performance Panel	Budget and Performance Panel	6 (3x2)	Move to sustainable solutions	Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures	Mark Davies Paul Thompson	31/12/2024	07/02/2025	The s151 Officer is required to review its minimum level of unallocated reserves annually. Over recent years this has been increased to £5M based on a number of scenario's and is deemed to be appropriate to enable the Council to operate a level of service in the short term whilst alternative funding or other corrective action undertaken
					Reserves Policy	Reserves Policy							
					Continue financial forecasting	Continue financial forecasting and scenario planning e.g. for energy costs		Level of Reserves	Ensure that the Council holds an adequate level of reserves to ensure that it is able to mitigate variations in the short to medium term	Paul Thompson	31/03/2025		
15	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district. Mark Davies Jonathan Noad	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district. Link to Council Plan 24-27: 4.5 Innovative Public Services; 4.1 Value for money	4 (2x2)	Strategy	Asset Management Plan	Asset Management Plan	2 (1x2)	Asset Management Plan	Conduct a major review of Council infrastructure and assets, taking a future focused approach to asset management.	Mark Davies	27/09/2024	12/07/2024	Risk reviewed on behalf of Jonathan Noad. Confirmed no changes since last risk review.
					Continuous review of assets and infrastructure	Continuous review of assets and infrastructure							
16	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of local residents and businesses. Mark Davies Jonathan Noad	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of local residents and businesses. Link to Council Plan 24-27: 4.5 Innovative Public Services	6 (2x3)	Strategy	Corporate Plan	Corporate Plan	3 (1x3)	CPC review and action plan.	CPC review and action plan.	Alex Kinch	28/02/2025	22/10/2024	New action added. Risk review carried out on behalf of Alex Kinch.
					Policy Framework	Policy Framework							
					Continuous review of strategy and policy	Continuous review of strategy and policy, and alignment with service delivery.							
					LGA Workshop with Members	These took place in September 2023.							
17	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities. Mark Davies Luke Gorst	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities. Link to Council Plan 24-27: 4.6 Openness	6 (2x3)	Legal	Corporate Governance	Corporate Governance	6 (2x3)					06/01/2025	The risk has been reviewed and remains unchanged, other than the word 'recently' being deleted from on of the control measures.
					Continuous review of governance processes	Continuous review of governance processes to ensure they are fit for purpose							
					Annual Governance Statement and Code of Corporate Governance	The Accounts and Audit Regulations (2015), as amended by the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020, require the Council to conduct a review, at least once a year, on the effectiveness of its system of internal control and include an Annual Governance Statement reporting on the review with the Statement of Accounts. The Council has reviewed and adopted an amended Code of Corporate Governance (dated April 2022). The Preparation and publication of this Annual Governance Statement is in accordance with the principles set out in the CIPFA/SOLACE Framework Delivering Good Governance in Local Government (2016) (The Framework).							
					Training and development	Ongoing training and development to ensure staff and members are equipped to follow governance requirements.							

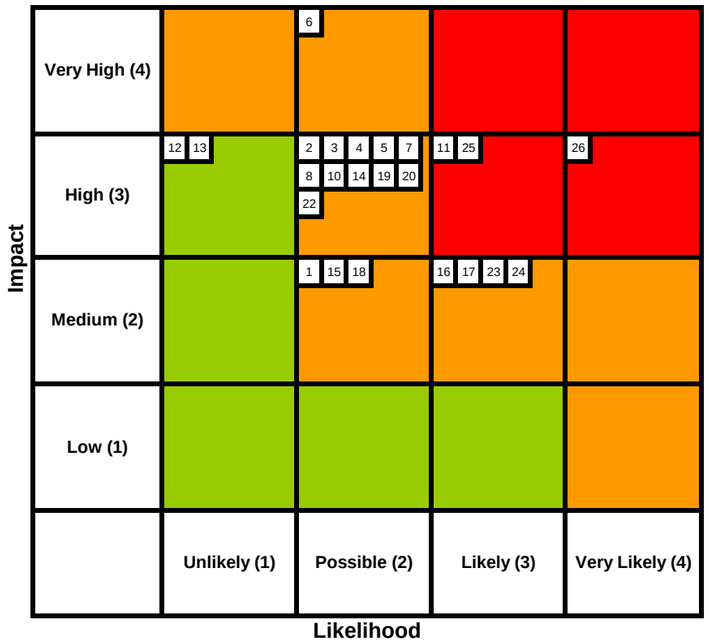
18	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area. Mark Davies Jonathan Noad	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area. Link to Council Plan 24-27: 2.4 Investment and Regeneration	4 (2x2)	Project / Programme	Programme Management	Programme Management	2 (1x2)	Development of a Canal Quarter Masterplan	Development of a Canal Quarter Masterplan that sets out a route to successful regeneration of the area in line with local needs and the Council's priorities. This now needs to be updated to preparing a business case for investment options to deliver adopted masterplan.	Jonathan Noad	31/03/2025	12/07/2024	Action plan updated on behalf of Jonathan Noad. The Canal Quarter Masterplan was adopted in Summer 2023. Focus now shifts to delivery but this is limited by wider Council financial pressures and availability for grant funding to deliver.
19	SR20 Non compliance with Building Safety Executive for LCC owned high-rise buildings Dennis Graham Paul Mackie Joanne Wilkinson	LCC has three high rise buildings which now fall under the Building Safety Act 2022, and require registration with the Building Safety Executive (BSE). There are numerous risks around non-compliance. Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (3x2)	Property Financial	Registration with BSE for high rise blocks	Fortnightly senior housing management meetings updating on risks and plans around building safety review.	2 (2x1)	Non-compliance with BSE	Improved information to be updated on website	Paul Mackie Joanne Wilkinson	30/09/2025	21/01/2025	Limited change - safety case files not yet called in. Engagement startegy for high rise blocks approved. Cladding survey on Park House commissioned - results expected mid-Feb.
					Registration with BSE for high rise blocks	Fire safety works being completed.							
					Registration with BSE for high rise blocks	Fire door audits being undertaken							
					Registration with BSE for high rise blocks	Monthly Compliance Steering Group comprising staff from across the Housing Service meet to discuss issues and tasks that are needed.							
					Registration with BSE for high rise blocks	Tenants Voice group established							
					Registration with BSE for high rise blocks	Registration of blocks with BSE complete							
					Registration with BSE for high rise blocks	On-going and regular campaigns on fire safety undertaken with residents.							
					Registration with BSE for high rise blocks	Cabinet (Feb 24) approved decommissioning Bridge House - Housing team now progressing decision.							
					Registration with BSE of high rise blocks	Building Saftey Case files prepared ready for call in.							
					Non compliance with BSE	Commissioned external cladding survey for Park House - results due mid Feb.							
					Non compliance with BSE	Information updated on improved intranet pages							
					Non- compliance with BSE	Resident engagement strategy for building safety approved							

20	SR21 Non compliance with Regulator of Social Housing Standards Dennis Graham Pete Linsley Joanne Wilkinson	The Social Housing White Paper and subsequent amendments through to the introduction of the Social Housing Regulation Act have highlighted a significant shift in requirements for social housing providers. This will be the biggest shift in a generation, with changes to standards and expectations. Failure to keep up with changes could result in unlimited fines / DLUHC, Regulator or Ombudsman intervention / bad publicity. However clearly the Regulator has laid out that it is unlikely that Councils will meet the required new standards fully and expect to work with landlords to improve performance against new requirements. Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (3x2)	Property Financial	Social Housing Regulation	Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning	2 (2x1)					21/01/2025	Limited change. Continue to keep abreast of what's going on through the sector.
					Social Housing Regulation	Action planning within the service occurs in preparation for changes							
					Social Housing Regulation	Quarterly reports available for portfolio holder outlining changes in the previous quarter produced.							
					Social Housing Regulation	Service Improvement Plan well established							
					Social Housing Regulation	Annual self assessment undertaken against current standards							
					Social Housing Regulation	Member advisory group for continued / wider input into the housing service established.							
					Social Housing Regulation	Various external audits utilised e.g. TPAS, Resolve, Pennington Choices							
					Social Housing Regulation	Breaches Policy in place							
22	SR24 ICT Data Centre Paul Thompson	Data Centre is dated and improvements needed to satisfy future demand. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	Technology	Air conditioning in place to keep the data centre at optimal temperature		2 (2x1)	Data Centre	In progress, business case due for completion by March 2024	Nick Goulden Paul Thompson	31/03/2025	07/02/2025	Contractors have been engaged to develop scope and cost the provision of a liquid cooled data centre located at Salt Ayre. The expectation is that this will be concluded February 2025 with a full business case being considered by CAG & Cabinet shortly after. Provision has been made within the Councils Development Pool
					Back up Date Centre at SALC								
					Regular fire safety servicing carried out								
					Water ingress alerts	To alert all ICT senior managers to any water detected in data centre							

23	SR26 - Increasing costs of temporary accommodation for the homeless Joanne Wilkinson	In 23-24 we are forecasting the Council will be required to contribute an additional £500k towards the cost of B+B accommodation for homeless residents. This is expected to continue into 24-25. Increase in costs is linked to increasing homelessness, reduced subsidy recovery from HB and reduced grant availability. Costs of accommodation also increasing and increase in larger families needing to be accommodated for longer. The subsidy can be met from within budgets this year (23-24), however this will need to be factored into future budgets moving forward. Funding temporary accommodation for those who need it is a stat requirement. Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (2x3)	Financial	Increasing homeless temporary accommodation costs	Budget reviews ongoing with service accountant.	2 (1x2)	Increasing homeless temporary accommodation costs	Exploring leasing arrangements with private landlords to seek to reduce bed and breakfast costs	Sharon Parkinson Joanne Wilkinson	06/06/2025	04/02/2025	Positive trajectory being seen with reduced costs of B+B provision. Some additional winter pressure funding received from MHCLG. Monthly monitoring happening. MIAA audit completed and team to work through action plan recommendations. Project Officer starting in Feb - which should pick up some additional capacity.
					Increasing homeless temporary accommodation costs	Some access to grant funding to off-set costs (although limited and unpredictable).		Increasing homeless temporary accommodation costs	Conversion of former CAB building on King Street to 4 x units of temporary accommodation.	Sharon Parkinson Joanne Wilkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	Bed and breakfast plan developed for DLUHC							
					Increasing homeless temporary accommodation costs	Regular case work management in team of cases in bed and breakfast		Increasing homeless temporary accommodation costs	Progress actions from internal audit.	Sharon Parkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	All B+B placements passed by manager for approval							
					Increasing homeless temporary accommodation costs	New Homelessness Strategy approved by Cabinet Oct 2023							
					Increasing homeless temporary accommodation costs	Housing Taskforce established - clear focus on how the private rented sector can support reduction in B+B usage.							
					Increasing homeless temporary accommodation costs	Cabinet briefing provided on homeless service and bed and breakfast costs							
					Increasing homeless temporary accommodation costs	Monthly spend / income monitoring now in place.							
24	SR27 - Waste Strategy Will Griffith	Increased revenue cost burden to the authority and failure to deliver in line with milestones set out by government (31st March 2026). Link to Council Plan 24-27: 1.5 Reduced Waste	6 (2x3)	Strategy Financial	Fit for Future Waste Group and Waste Implementation Officer Working Group.	Regular meeting with officers and members taking place to ensure milestones are met.	2 (1x2)	Waste Strategy Implementation	Officer working groups and relevant sub groups have started in order to develop a project delivery plan.	Will Griffith	31/03/2026	05/02/2025	Control Measures, Actions and Target score added to risk. Officer Working Groups set up and meeting weekly. Currently involving officers from legal, procurement, communications, environmental protection, waste, finance and customer services.

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

Strategic Risk Register - Risk Map - 26.02.25



NOTE 1: All risks have been reviewed in the run up to the production of the report on 26th February 2025.
NOTE 2: Only risks which are unrestricted are shown.
NOTE 3: The numbers shown on the risk map relate to those on the next page in the first column, not the Strategic Risk (SR) numbers.

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

Document is Restricted

BUDGET AND PERFORMANCE PANEL

Budget and Performance Panel – Work Programme

24th April 2025

Joint report of the Chief Officers Finance and Governance

PURPOSE OF REPORT
To consider the Panel's Work Programme.
This report is public.

RECOMMENDATIONS

(1) That the Panel consider the updates below.

1. Introduction

1.1 The Panel is responsible for setting its own annual Work Programme within the Terms of Reference, as set out in the Council's Constitution.

1.2 Members are requested to consider the Work Programme attached at Appendix A and also consider any additional items the Panel may wish to add within its terms of reference. Also attached at Appendix B are the Terms of Reference of the Panel.

2. Updates

2.1 The Panel's Work Programme has been updated to include the outstanding items to be considered at an additional meeting of the Panel on 4th June 2025, commencing at 6.00pm in Lancaster Town Hall.

2.2 The Panel is asked to consider its Work Programme in accordance with its Terms of Reference. Members may also wish to suggest additional training or request areas for closer scrutiny in line with the Panel's Terms of Reference at Appendix B of the report.

RELATIONSHIP TO POLICY FRAMEWORK
There are no direct implications as a result of this report.
CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)
There are no direct implications as a result of this report.

LEGAL IMPLICATIONS

Overview and Scrutiny Procedure Rule 9 (a) advises that the Overview and Scrutiny Committee and Budget and Performance Panel will be responsible for setting their own Annual Work Programme within the Terms of Reference set out in Part 2, Section 5**,** 9 and 10 of the Constitution.

FINANCIAL IMPLICATIONS

There are no financial implications as a direct result of this report. Any further reports on specific issues contained within the Work Programme will require further consideration of the financial implications.

OTHER RESOURCE IMPLICATIONS, such as Human Resources; Information Services; Property; Open Spaces:

None.

SECTION 151 OFFICER'S COMMENTS

The S151 officer has been consulted and has no comments to make.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS	**Contact Officer:** Stephen Metcalfe **Telephone:** 01524 582073 **E-mail**: sjmetcalfe@lancaster.gov.uk
None.	

Appendix A

Budget and Performance Panel – Draft Work Programme

Meeting Date	Agenda Item	Provider	Training – Subject/date	Provider
New municipal year. 4th June 2025 - Additional meeting.	Delivering Our Priorities - to inform on staff vacancies, the well-being of Council staff and how the Council are to fill vacancies.	Chief Officer – People & Policy		
New municipal year. 4th June 2025 - Additional meeting.	Strategic Risk Management. (1) That Risk Management Guidance be shared with Members of the Panel to enable assurances to be robustly scrutinised. (2) That the effectiveness of the mitigation factors, in particular with regard to Risk 3 – SR03, be increased to reduce the likelihood of risk. **Note:** Risk Management Policy (March 2024) shared at the meeting on 19th February 2005.	Chief Officer – People & Policy		
New municipal year.	Referral from Overview and Scrutiny Committee.	Chief Officer – People & Policy		

4th June 2025 - Additional meeting.	Performance Indicator and Project Reporting Systems Are the current key performance indicator and project reporting systems fit for purpose to provide the information we need as Councillors to help us understand what is happening in our Wards?			
New municipal year. 4th June 2025 - Additional meeting.	Referral from Overview and Scrutiny Committee. Benchmarking What big ticket services and outcome should we be benchmarking, where would we get data from and how would we use it to improve our performance? Invite Chief Officer – People and Policy and Projects and Performance Manager to November 2024 meeting to inform on Performance Management.	Chief Officer – People & Policy		

New municipal year. 4th June 2025 - Additional meeting.	Delivering Our Priorities - to inform on the HRA Capital Programme for Mainway.	Chief Officer – Housing & Property		
New municipal year. 4th June 2025 - Additional meeting.	Commercial Property Income (exempt item). The following information be provided in the report to the Panel: • The Gateway Building. • A general overview of the City Council's commercial properties, vacancies and occupation.	Cabinet Member for Finance and Property/ Chief Officer Housing and Property		
TBC – Minute 39 refers.	Budget That a report and information be provided to the Panel regarding any ways being considered and proposals as part of the Fit for the Future project to generate income and realise income, subject to the Chief Officer – Resources/Section 151 Officer liaising with the Chief Executive to ensure that the documentation is available for scrutiny. **Note:** Reported to meeting of BPP – 19th February 2025.	Cabinet/ Chief Finance Officer		

	The matter was discussed in more detail at the OBR Strategy and Co-Ordination Group and a meeting between SLT and Cabinet is due this month to review the initial Benefit Plans. Following this meeting there should be more clarity in how to progress this request and the Panel will be updated accordingly.			

Note: To invite Overview and Scrutiny Committee Members to the additional meeting arranged for 4th June 2025.

APPENDIX B

Budget and Performance Panel

Composition: **Nine Councillors in political balance.**

Members of the Committee shall not be members of the Cabinet.

The Chair of Budget and Performance Panel will be appointed by Council annually. Only non-cabinet members are entitled to vote for the Chair.

The Chair and Vice Chair shall not be members of the largest political group on the Council.

Terms of Reference

10.1 To scrutinise the Council's arrangements and performance in relation to financial planning, including budget / target setting, e.g. items within the Budget Framework including reviewing the effectiveness of the:

(a) budget setting process;

(b) contents of the Medium Term Financial Strategy (MTFS);

(c) Capital Investment Strategy; and

(d) financial targets in the Council Plan.

10.2 To review the management of resources by scrutinising the Council's financial performance in year against agreed budgets or other targets. e.g.:

(a) capital and revenue spending against approved budgets;

(b) specific activities including treasury management, generation of revenue and capital income targets; and

(c) monitoring of financial savings/efficiency targets (including within the MTFS).

(d) monitor the delivery and effectiveness of Service Level Agreement targets;

(e) assess performance against key performance indicators and benchmarks; and

(f) assess whether services are delivering their expected outcomes.

10.3 To review the effectiveness of the Council's overall performance management arrangements in relation to partnership working and to scrutinise the performance of the Council's major partnerships.

10.4 To scrutinise the Council's policies and procedures and other supporting arrangements for securing value for money (i.e. economy, efficiency, effectiveness) e.g.:

(a) value for money strategy;

(b) procurement practices;

(c) income management and collection arrangements;

(d) asset management practices; and

(e) insurance arrangements.

10.5 To consider risk management issues in reviewing and scrutinising performance.

10.6 To make recommendations, as appropriate, in respect of the above.

Extract from LCC constitution Part 2 – Responsibility for Function Section 5 (Pages 43 – 44)