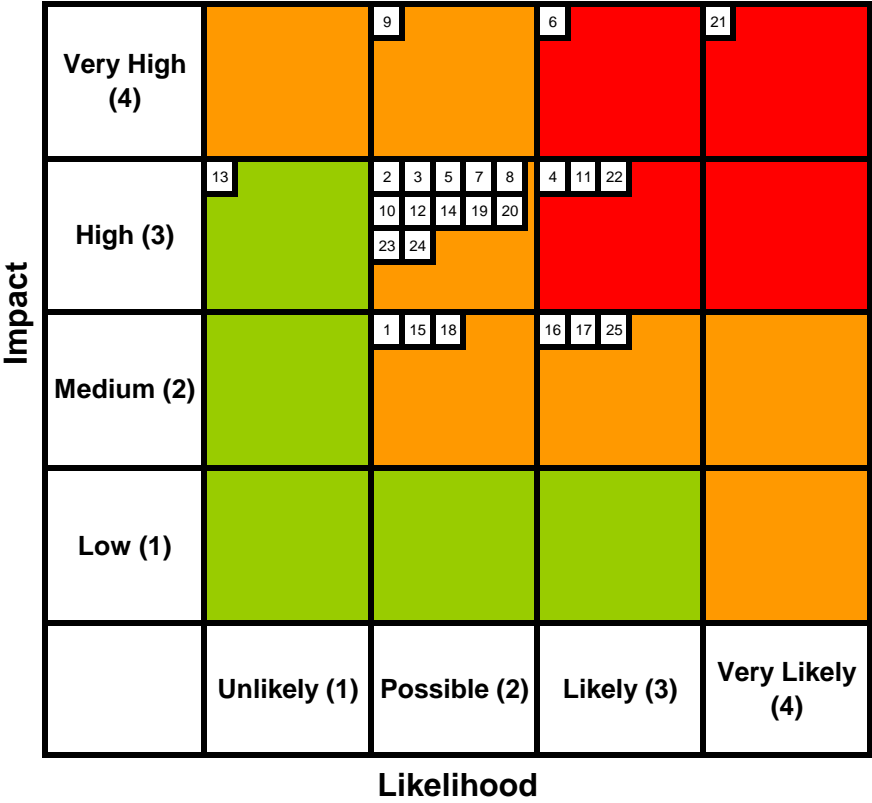


Strategic Risk register - Risk Map 09.02.24



NOTE 1: All risks have been reviewed in the run up to 9th February 2024.

NOTE 2: Only risks which are unrestricted are shown.

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

Strategic Risk Register, report created 09.02.24

Red text used to highlight changes since previous report

Risk No.	Risk	Risk Description	Residual Risk Score (impact x likelihood)	Risk Category	Existing Control Measure	Existing Control Measure Description	Target Risk Level (impact x likelihood)	Action Plan Title	Action Plan Description	Action Plan Owners	Action Plan Due Date	Review Date	Review Comment		
1	SR01 Central Government funding is insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability.	Central Government funding and/or revenues collected are insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability. Link to Council Plan 24-27: 4.1 Value for Money	4 (2x2)	Financial	Officer/Member Working Groups	Capital Assurance Group (CAG) and Financial Resilience Group (FRG)	2 (2x1)	Outcomes Based Resourcing	Review of existing budgets to identify areas for realignment/ refocusing or cessation to deliver efficiencies but ensuring that Services remain aligned with the Councils Priorities.	Mark Davies	30/12/2024	22/12/2023	Risks which contained a link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.		
					Council Strategies	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy		Funding the Future Strategy	The Strategy contains 4 Pillars to achieve Financial Stability. 1) Investment to reduce costs; 2) Pursuing efficiencies with vigour; 3) Outcomes based resourcing; and 4) Commercialisation	Paul Thompson	31/03/2024				
					Monthly income monitoring by applicable services	Monthly income monitoring by applicable services		Business Plans for Investments	Develop business plans for investment particularly in relation to decarbonisation and renewable energy generation.	Paul Thompson	31/03/2024			04/12/2023	Significant uncertainties remain around the future of government funding, with current views that it is unlikely to improve in the short or medium term. The Council is developing a series of plans to reduce its forecast deficit via its OBR workstreams
					Quarterly reporting	Formal quarterly reporting to Cabinet and Budget and Performance Panel		Fees and Charges Income Monitoring	Regular monitoring and forecasting by services of all fees and charges. To be undertaken by Heads of Service and Managers.	Paul Thompson	31/03/2024				
					Commercialisation	Development of other alternative service delivery vehicles to deliver efficiencies and/ or operational surpluses which can be reinvested into Council Services.									
2	SR02 The Council fails to meet the 2024/25 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects.	The Council fails to meet the 2024/25 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects. Link to Council Plan 24-27: 4.1 Value for Money	6 (3x2)	Financial	Budget and Performance Panel	Budget and Performance Panel	2 (2x1)	Outcomes Based Resourcing	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas. NOTE: This is also listed as a control measure as the programme is phased so has already delivered some savings with further outcomes and savings to follow.	Mark Davies	31/12/2024	22/12/2023	Risks which contained a link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.		
					Reserves Policy	Reserves Policy									
					Project Managers	Project Managers - suitably skilled PMs assigned to lead strategic projects									
					Programme Managers	Programme Managers in place for specific programmes									
					Programme Delivery Board	Programme Delivery Board									
					Cabinet	Cabinet									
					Portfolio Holder	Portfolio Holder									
					Outcomes Based Resourcing for 23/24 financial year	Outcomes Based Resourcing for 23/24 financial year									
					Project Delivery Board	Project Delivery Board - Consisting of Leadership Team to monitor delivery via quarterly reports and provide support and challenge to each project as required.									
					Projects and Performance Manager	Established to provide a central co-ordination point for all the Council's projects and performance. Responsible for co-ordination and monitoring.									
					Delivering Our Priorities Quarterly Monitoring Reports	Delivering Our Priorities Quarterly Monitoring Reports - Monitoring report linking Projects, Performance and Resources presented to Cabinet and Budget & Performance Panel.									
					Quarterly Cabinet Meetings	Quarterly Cabinet Meetings - Project and Financial information present to Cabinet/ Portfolio providing an opportunity for review and discussion of performance. As part of the Funding the Future Strategy, the Outcomes Based Resourcing exercise is commencing July 2022 to identify revenue savings for 2023/24 and beyond.									
Outcomes Based Resourcing	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.														
3	SR03 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver	The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver effective services, projects and council priorities. Link to 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)				22/12/2023	Risks which contained a link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.			
					Annual Appraisal Process	Annual Appraisal Process embedded									

				Pay and Grading Structure	Pay and Grading Structure - The new pay and grading structure and job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale. Recent experience suggests that this assisted in attracting applicants with the desired skills and values.								
4	SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver capital projects.	Future capital investment is dependent on capital receipts from the sale and utilisation of council assets. Link to Council Plan 24-27: 4.5 Innovative Public Service	9 (3x3)	Property, Financial	Use of Council Assets Use of Council Assets Use of Council Assets Use of Council Assets Use of Council assets Use of Council assets Use of Council Assets	Capital Strategy Group Ongoing OBR workstream reviewing assets Performance monitoring of leases implemented Budget Monitoring Implemented active asset management inc. financial modelling for stock rationalisation. Appointed Eckersleys to support the council in asset disposal. Stock Condition Surveys for property group underway.	6 (3x2)	Council Assets Council Assets Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process. Updated Asset Management Plan to be developed to incorporate property performance. Climate Strategy for Housing and Property to be developed	Joanne Wilkinson Paul Mackie, Joanne Wilkinson, Dan Wood Paul Mackie, Joanne Wilkinson	29/03/2024 31/10/2024 29/03/2024	22/12/2023	Risks which contained a link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.
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 District emergency Business Continuity Plans National Emergency (such as a pandemic) Financial Planning Business Resilience Partnerships County wide emergency (such as widespread loss of power and extreme weather events)	The Council continues to adequately resource its emergency planning function, including maintaining its team of out of appropriately trained emergency response officers. Lancaster District Emergency Plan and LRF (Lancashire Resilience Forum) plans that cover site or incident specific risks, including for example: an incident at Heysham Power Station, or a flooding/weather event. Business Continuity Plans LRF plans. Financial Planning - Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic. Business Resilience - The Council continues to invest in resilience measures eg technology to facilitate remote working. Partnerships - The Council continues to allocate resource to developing its key partnerships LRF, CSP (Community Safety Partnership) and local resilience partners. The LERP (Lancashire Emergency Response Plan) and plans as required from box 2 and box 3 plans, held in resilience direct.	6 (3x2)	Financial Planning Community Resilience Adaptation Schemes	Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic. The Council supports community resilience through CEPGs and FLAG groups etc The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence)	Paul Thompson Alex Kinch Paul Blakeley, Jonathan Noad	31/03/2024 31/03/2024 31/03/2024	09/02/2024	Strategic Risk report discussed at Leadership Team on 06/02/24.
6	SR06 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030.	In January 2019 the Council declared a 'climate change emergency' and have now sought endorsement of an approach to reduce the Council's direct Co2 emissions to 'net zero' by 2030. Whilst an action plan is in place, costs associated with implementing the actions are considerable and are constantly under review. Link to Council Plan 24-27: 1.1 Carbon Zero	12 (4x3)	Financial	Delivery plan in place Peoples Jury	Delivery plan in place 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	8 (4x2)	Delivery Plan Local area energy plan	The Council continues to work on the delivery of its action plan. More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates Local area energy plan (LAEP) has proceeded through procurement (Energy Systems Catapult, June 2023). This document will provide a high-level, costed roadmap to net zero for the district. The LAEP is a 12-month project that will involve Member, stakeholder and public engagement.	Mark Davies Mark Cassidy	31/03/2024 30/06/2024	22/12/2023	Risks which contained a link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.
7	SR07 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes.	On the 29 January 2019, Full Council approved the Council's strategic priorities for the purpose of informing budget decisions for 2020-21 and future years. Link to Council Plan 24-27: Whole document.	6 (3x2)	Strategy	Carbon Zero + Medium Term Financial Strategy (MTFS) Programme Management Corporate Plan / Plan 2030	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. Corporate Plan / Plan 2030 - Updated in December 2021 to lay out the councils vision.	4 (2x2)	Local Development Plan	Local Development Plan	Mark Davies	30/09/2024	09/02/2024	Strategic Risk report discussed at Leadership Team on 06/02/24.
8	SR08 The Council fails to deliver its key projects due to the lack of capacity and resources.	The Council has a number of key projects (Canal Quarter, Eden Project Morecambe, OBR, My Mainway, Heysham Gateway, Frontierland etc) all of which have detailed strategies for implementation. In order to deliver these key projects it is essential they are properly prioritised	6 (3x2)	People, Financial	Local Plan Medium Term Financial Strategy (MTFS)	Local Plan Medium Term Financial Strategy (MTFS)	3 (3x1)	Local Plan Funding the Future Strategy Reserves	Local Plan Funding the Future Strategy Adequate reserves are maintained to allow, due	Mark Davies Mark Davies Mark Davies,	31/03/2024 31/03/2024 31/03/2024	06/02/2024 22/12/2023	Staffing Capacity Action closed and replaced with People Plan action. Risks which contained a

	projects it is essential they are properly prioritised and resourced. Link to Council Plan 24-27: 4.5 Innovative Public Services			Investment Strategy Investment Strategy Capital Programme Capital Programme The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management. The Council continues to resource key service teams in Planning, economic development, regeneration, property investment 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.			diligence of property investment, regeneration projects and key strategic planning strategies. Capital Programme Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding. 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.	Paul Thompson Mark Davies, Paul Thompson Alex Kinch	 31/03/2024 31/03/2026		link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.
10	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 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	6 (3x2)				22/12/2023	Risks which contained a link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.	
11	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 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	9 (3x3)				09/02/2024	Strategic Risk report discussed at Leadership Team on 06/02/24.	
12	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	6 (3x2)	Strategy, Financial	Budget Development Comprehensive, robust and transparent approach to budget development and service delivery.	4 (2x2)	OBR	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.	Mark Davies	31/12/2024	22/12/2023	Risks which contained a link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.
13	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 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	3 (3x1)					22/12/2023	Risks which contained a link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.
14	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 Reserves Policy Reserves Policy	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	22/12/2023	Risks which contained a link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27" which replaces Plan 2030.

				Social Housing Regulation	Annual self assessment undertaken against current standards								
				Social Housing Regulation	Member advisory group for continued / wider input into the housing service established.								
22	SR23 Procurement of Health and Safety Consultations and recruitment to new role	H&S Consultations engaged since September '23, audit completed and action plan being implemented. Recruitment to new post of Senior Corporate H&S Manager in Q4. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	9 (3x3)	Legal	Health and Safety Checklist for New Starters	Health and Safety Checklist for New Starters	4 (2x2)	Procurement of Health and Safety Consultants	H&S consultants being procured to assess as is and implement changes to address shortfalls and support create of culture of collective ownership of Health and Safety.	Alex Kinch	29/02/2024	06/02/2024	Risk title and description amended at the request of the risk owner.
					Intranet guidance	Intranet guidance							
					Health and Safety Policy	Health and Safety Policy							
					Risk assessments	Risk assessments							
					H&S Training Courses	H&S Training Courses							
					DSE assessments	DSE assessments							
					H&S Committee established	Health and Safety Committee set up. First meeting took place in October 2023, the next meeting is due in December 2023.							
23	SR24 ICT Data Centre	Data Centre is dated and improvements needed to satisfy future demand. 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)	Full Fibre Project		Nick Goulden	28/06/2024	10/11/2023	Reviewed by individual Chief Officers and discussed at Leadership Team on 7/11/23
					Back up Date Centre at SALC								
					Regular fire safety servicing carried out								
					Water ingress alerts	To alert all ICT senior managers to any water detected in data centre							
24	SR25 LCC Property Portfolio (non housing) does not meet its Health and Safety compliance obligations	The Council fails to effectively manage Property portfolio health and safety / compliance and meet statutory requirements. Risk is not managed and steps are not taken to protect workers and others from harm. A structure is not in place to ensure that compliance is prioritised and a proactive culture does not exist. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	Property, Financial	Property Group Compliance	Regular reports shared with SLT highlighting current position.	1 (1x1)	Property Group compliance	New Asset Management Strategy to be developed	Paul Mackie, Joanne Wilkinson, Dan Wood	31/10/2024	27/01/2024	Significant progress being seen. Regular reports in place showing positive trend. Stock condition surveys now commenced. Asset OBR group to continue to meet to review property group work / property requirements. Budget included within 24/25 programme for compliance and capital works. Dedicated team established combining expertise from housing alongside property group team.
					Property Group Compliance	Dedicated Team established - combining expertise from Council Housing Compliance Team to monitor and address compliance within the service.							
					Property Group Compliance	Team employs sector expert to support overall approach to health and safety and compliance.							
					Property Group compliance	Establish accurate data recording and position statement through individual workbooks for assets.							
					Property Group Compliance	Full Stock Condition Survey authorised and being completed.							
					Property Group compliance	Budget secured within General Fund for compliance / asset management work.							
					Property Group compliance	OBR - Assets group established							
25	SR26 - Increasing costs of temporary accommodation for the homeless	In 23-24 we are forecasting the Council will be required to contribute an additional £500k towards the cost of B+B accommodation for homeless residents. Increase in costs is linked to increasing homelessness, reduced subsidy recovery from HB and reduced grant availability. Costs of accommodation also increasing and increase in larger families needing to be accommodated for longer. The subsidy can be met from within budgets this year, however this will need to be factored into future budgets moving forward. Funding temporary accommodation for those who need it is a stat requirement. Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (2x3)	Financial	Increasing homeless temporary accommodation costs	Budget reviews ongoing with service accountant.	2 (1x2)	Increasing homeless temporary accommodation costs	Letter to registered provider chief execs to be sent reminding of responsibility around consumer regulation and responsibilities to supporting local authorities around homelessness.	Joanne Wilkinson	29/03/2024	31/01/2024	Continue to see increasing numbers of residents presenting as homeless and requiring B+B accommodation due to lack of alternative accommodation. B+B reduction plan for DLUHC produced, new homelessness strategy approved by Cabinet. To look at more rigorous monitoring of costs and cost of spaces from providers.
					Increasing homeless temporary accommodation costs	Some access to grant funding to off-set costs (although limited and unpredictable).		Increasing homeless temporary accommodation	To work with finance to develop weekly spend sheets monitoring spend on accommodation	Sharon Parkinson	08/03/2024		
					Increasing homeless temporary accommodation costs	Bed and breakfast plan developed for DLUHC		Increasing homeless temporary accommodation	To review costs of accommodation with each provider to ensure reaching VFM	Sharon Parkinson	15/03/2024		
					Increasing homeless temporary accommodation costs	Regular case work management in team of cases in bed and breakfast							
					Increasing homeless temporary accommodation costs	All B+B placements passed by manager for approval							
					Increasing homeless temporary accommodation costs	New Homelessness Strategy approved by Cabinet Oct 2024							
26	SR27 - Waste Strategy	Increased revenue cost burden to the authority and failure to deliver in line with milestones set out by government (31st March 2026).		Strategy, Financial								09/02/2024	Strategic Risk report discussed at Leadership Team on 06/02/24.