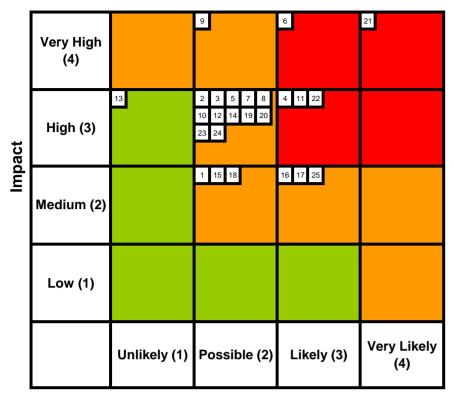
Strategic Risk register - Risk Map 09.02.24



Likelihood

- 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										
	SR01 Central Government funding is insufficient to provide the current level of service leaving the council unable to	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	collected are insufficient to provide the current level of service leaving the council unable to	collected are insufficient to provide the current level of service leaving the council unable to	collected are insufficient to provide the current level of service leaving the council unable to	provide collected are insufficient to provide the current vice level of service leaving the council unable to	to provide collected are insufficient to provide the current rvice level of service leaving the council unable to	provide collected are insufficient to provide the current vice level of service leaving the council unable to	e collected are insufficient to provide the current level of service leaving the council unable to	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			
	deliver the financial resilience initiative and achieve financial stability.				Monthly income	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy Monthly income monitoring by applicable services		Funding the Future Strategy	•	Paul Thompson	31/03/2024	_	"Council Plan 24-27" which replaces Plan 2030.										
			anolicable services	31/03/2024		Significant uncertainties remain around the future of government funding,																	
					Commercialisation	and Performance Panel Development of other alternative service delivery vehicles to deliver efficiencies and/ or operational surpluses which can be reinvested into Council Services.		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.		31/03/2024	-	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										
	SR02 The Council fails to meet the 2024/25 funding gap as a result of ineffective delivery of the efficiency programme and failure	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.	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.	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										
	to deliver on key projects.		ink to Council Plan 24-27: 4.1 Value for Money	Link to Council Plan 24-27: 4.1 Value for Money	Link to Council Plan 24-27: 4.1 Value for Money	Link to Council Plan 24-27: 4.1 Value for Money	Link to Council Plan 24-27: 4.1 Value for Money	Link to Council Plan 24-27: 4.1 Value for Money	Link to Council Plan 24-27: 4.1 Value for Money	ink to Council Plan 24-27: 4.1 Value for Money	ink to Council Plan 24-27: 4.1 Value for Money	Link to Council Plan 24-27: 4.1 Value for Money			Project Managers	Project Managers - suitably skilled PMs assigned to lead strategic projects			NOTE: This is also listed as a control measure as the programme is phased so has already delivered some savings with further outcomes and				"Council Plan 24-27" which replaces Plan 2030.
					Programme Managers	Programme Managers in place for specific programmes			savings to follow.			_											
					Programme Delivery Board Cabinet	Programme Delivery Board Cabinet	-																
					Portfolio Holder Outcomes Based Resourcing for 23/24 financial year	Portfolio Holder 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.																	
					Outcomes Person	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.	;																
<u>-</u> 2	SP03 The Council fails to recruit	The Council fails to recruit and ratain competent /	6 (2×2)	Paople	Outcomes Based Resourcing	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.	6 (2×2)					22/42/2022	Risks which contained a										
	and retain competent / key staff	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.	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)					zzi 1 <i>2</i> 12023	link to "Plan 2030" have now been updated to show links to the new "Council Plan 24-27"										
		Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities			Annual Appraisal Process	Annual Appraisal Process embedded							which replaces Plan 2030.										

					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	s Future capital investment is dependent on capital	9 (3x3)	Property,	Use of Council	Capital Strategy Group	6 (3x2)	Council Assets	To progress with disposals of council assets as	Joanne Wilkinson	29/03/2024	22/12/2023	Risks which contained a	
	not maximised leading to insufficient funding to meet the	ceipts from the sale and utilisation of council	eceipts from the sale and utilisation of council ssets.	` ′	Financial	Assets	Ongoing OBR workstream reviewing assets	-		outlined through 22/23 OBR process.				link to "Plan 2030" have now been updated to
	funding gap and deliver capital projects.	Link to Council Plan 24-27: 4.5 Innovative Public			Use of Council Assets		_	Council Assets	Updated Asset Management Plan to be developed	1 Paul Mackie	31/10/2024	_	show links to the new "Council Plan 24-27"	
	F,	Service			Use of Council Assets	Performance monitoring of leases implemented		Courion / tocoto	to incorporate property performance.	Joanne Wilkinson, Dan Wood	01/10/2021		which replaces Plan 2030.	
					Use of Council Assets	Budget Monitoring				Dan Wood			2000.	
					Use of Council	Implemented active asset management inc.	-							
					Use of Council	financial modelling for stock rationalisation. Appointed Eckersleys to support the council in	-							
					assets	asset disposal.		Council Assets	Climate Strategy for Housing and Property to be	Paul Mackie,	29/03/2024	_		
					Use of Council Assets	Stock Condition Surveys for property group underway.			developed	Joanne Wilkinson				
5	SR05 Council services are disrupted and / or additional services are required and costs	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 se emergency planning function, including maintaining its team of out of appropriately traine		Financial Planning	Adequate non earmarked reserves are maintainer to allow for the impact of long term emergencies like the pandemic.			09/02/2024	Strategic Risk report discussed at Leadership Team on 06/02/24.	
	are incurred as a result of local and national emergencies				District emergency	emergency response officers. Lancaster District Emergency Plan and LRF (Lancashire Resilience Forum) plans that cover		Community Resilience	The Council supports community resilience through CEPGs and FLAG groups etc	Alex Kinch	31/03/2024			
						site or incident specific risks, including for example: an incident at Heysham Power Station,		Adaptation Schemes	es The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence)	Paul Blakeley,	31/03/2024	_		
					Rusiness Continuity	or a flooding/weather event. Business Continuity Plans				Jonathan Noad				
					Plans									
					National Emergency (such as a pandemic	•						_		
					Financial Planning	Financial Planning - Adequate non earmarked reserves are maintained to allow for the impact of								
					Business Resilience	long term emergencies like the pandemic. 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.								
6	SR06 The Council fails to reduce	In January 2019 the Council declared a 'climate	12 (4x3)	Financial	, ,	Delivery plan in place	8 (4x2)	Delivery Plan	The Council continues to work on the delivery of	Mark Davies	31/03/2024	22/12/2023	Risks which contained a	
	its direct Co2 emissions to 'net zero' by 2030.	ange emergency' and have now sought dorsement of an approach to reduce the			Peoples Jury	Peoples Jury - The Council considers the recommendations of the Peoples Jury and builds recs that can be delivered directly by the Council	-		its action plan. More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates				link to "Plan 2030" have now been updated to	
		Council's direct Co2 emissions to 'net zero' by 2030. Whilst an action plan is in place, costs			. copies cally								show links to the new "Council Plan 24-27"	
		associated with implementing the actions are considerable and are constantly under review.				into its plans	_	Local area energy plan	Local area energy plan (LAEP) has proceeded through procurement (Energy Systems Catapult,	Mark Cassidy	30/06/2024	_	which replaces Plan 2030.	
		Link to Council Plan 24-27: 1.1 Carbon Zero							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.					
7	its key priorities due to the lack of	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	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	09/02/2024	Strategic Risk report discussed at Leadership Team on 06/02/24.	
	out expected delivery / outcomes.				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		The Council has a number of key projects (Canal Quarter, Eden Project Morecambe, OBR, My	6 (3x2)	People, Financial	Local Plan	Local Plan	3 (3x1)	Local Plan	Local Plan	Mark Davies	31/03/2024	06/02/2024	Staffing Capacity Action closed and replaced with	
	capacity and resources.	Mainway, Heysham Gateway, Frontierland etc) all of which have detailed strategies for		rmancial	Medium Term Financial Strategy (MTFS)	Medium Term Financial Strategy (MTFS)		Funding the Future Strategy	ure Funding the Future Strategy	Mark Davies	31/03/2024	_	People Plan action.	
		implementation. In order to deliver these key						Reserves	Adequate reserves are maintained to allow, due	Mark Davies,	31/03/2024	22/12/2023	Risks which contained a	

	projects it is essential they are properly prioritised and resourced. Link to Council Plan 24-27: 4.5 Innovative Public			Investment Strategy Capital Programme				diligence of property investment, regeneration projects and key strategic planning strategies.	Paul Thompson		n sl	nk to "Plan 2030" have bow been updated to now links to the new
	Services			key service teams in Planning, economic	The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management.	-	Capital Programme	Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding.	Mark Davies, Paul Thompson	31/03/2024	w	Council Plan 24-27" hich replaces Plan 030.
				development, regeneration, property investment			People Plan	3-Year People Plan in place and being delivered, which includes emphasis on upskilling and staff development, as well as initiative to support recruitment and retention.	Alex Kinch	31/03/2026	_	
				Collaborative Working	We work in collaboration with other stakeholders. For example, on the Eden Project we are working closely with the County Council.							
				Partnership Working	Many of our projects involve working in collaboration with other partners. For example, working with the County Council for the Eden Project Morecambe.	-						
10 SR10 Changes in Governmen policy impact on our ability to deliver major projects and programmes that would benef our communities.	our ability to deliver major projects and programmes that would benefit our communities.	6 (3x2)	Strategy	Continued monitoring and horizon scanning of Government policy		6 (3x2)					lir ne sl "(isks which contained a nk to "Plan 2030" have bow been updated to now links to the new Council Plan 24-27"
				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	-						hich replaces Plan 030.
				Strategic Plans	Strategic Plans - Continue to develop Council strategic plans and documentation in light of emerging Government policy	-						
SR11 International and national issues rapidly impact on the strategic and financial context the Council and / or partners, businesses and communities.	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		Strategy, Financial		Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues	9 (3x3)					di	trategic Risk report iscussed at Leadership eam on 06/02/24.
	be recorded on the strategic risk register.			Strategic responsiveness through continued risk management review	Strategic responsiveness through continued risk management review	-						
					Agility and Resilience - Continue to develop agility	-						
				Strategic risk management approach	and resilience across the organisation Strategic risk management approach	-						
	are agreed that are then challenged, causing delays or changes to implementation.	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	lir ne	isks which contained a nk to "Plan 2030" have ow been updated to now links to the new
g <u></u>	Link to Council Plan 24-27: 4.5 Innovative Public Service										"(W	Council Plan 24-27" hich replaces Plan 030.
•	n is SR13 The Council's reputation is damaged ons through its own actions or actions of others in the	3 (3x1)	Strategy, People	Communications	Pro-active communications and transparency	3 (3x1)						isks which contained a hk to "Plan 2030" have
or actions of others in the Distri	rict District. Link to Council Plan 24-27: 3.4 Community Engagement			Strategic Management of Activities	Strategic management of all Council activities to ensure continued high reputation						sl "(ow been updated to now links to the new Council Plan 24-27" hich replaces Plan
					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.							030.
				Strategic communication	Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation							
14 SR14 Major, sudden unforese expenditure or income reductions	on income reduction arises, necessitating significant	6 (3x2)	Operations, Financial	Budget and Performance Panel	Budget and Performance Panel	6 (3x2)	Move to sustainable solutions	by moving to sustainable solutions independent of		31/12/2024	lir	isks which contained a hk to "Plan 2030" have
arises, necessitating significar change or reduction to service				Reserves Policy	Reserves Policy	-		external pressures				ow been updated to now links to the new

WHICH	replaces	riaii
2020		

					Continue financial forecasting	Continue financial forecasting and scenario planning e.g. for energy costs							2030.
5		Link to Council Plan 24-27: 4.5 Innovative Public	4 (2x2)	Strategy	Plan Continuous review of assets and	Asset Management Plan Continuous review of assets and infrastructure	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	22/12/2023	Risks which contained link to "Plan 2030" har now been updated to show links to the new "Council Plan 24-27"
		Services; 4.1 Value for money			infrastructure								which replaces Plan 2030.
6	to adapt to socioeconomic and demographic trends within the	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of et local residents and businesses.	6 (2x3)	Strategy		Corporate Plan Policy Framework Continuous review of strategy and policy, and	3 (1x3)					22/12/2023	Risks which containe link to "Plan 2030" ha now been updated to show links to the new "Council Plan 24-27"
	businesses.	Link to Council Plan 24-27: 4.5 Innovative Public Services				alignment with service delivery.							which replaces Plan 2030.
_	004711	22/21/21/21/21/21/21/21/21/21/21/21/21/2	0 (0 0)		Members	These took place in September 2023.	0 (0 0)	-	T		04/00/0004	00/00/0004	0:
7	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities.	on SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities.	6 (2x3)	Legal	Corporate Governance Continuous review of	Continuous review of governance processes to	6 (2x3)	Training and development	Training and development to ensure staff and members are equipped to follow governance requirements	Luke Gorst	31/03/2024	09/02/2024	Strategic Risk report discussed at Leadersl Team on 06/02/24.
		Link to Council Plan 24-27: 4.6 Openness			governance processes	ensure they are fit for purpose						_	
						The Accounts and Audit Regulations (2015), as amended by the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020, require the Council to conduct a review, at least once a year, on the effectiveness of its system of internal control and include an Annual Governance Statement reporting on the review with the Statement of Accounts.							
						The Council has recently reviewed and adopted an amended Code of Corporate Governance (dated April 2022). The Preparation and publication of this Annual Governance Statement is in accordance with the principles set out in the CIPFA/SOLACE Framework Delivering Good Governance in Local Government (2016) (The Framework).							
3	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area.	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	Jonathan Noad	31/03/2024	22/12/2023	Risks which contained link to "Plan 2030" ha now been updated to
	Council's assets in the area.	Link to Council Plan 24-27: 2.4 Investment and Regeneration							priorities			_	show links to the new "Council Plan 24-27" which replaces Plan 2030.
9	SR20 Non compliance with Building Safety Executive for LC owned high-rise buildings	LCC has three high rise buildings which now fall C under the Building Safety Act 2022, and require registration with the Building Safety Executive	6 (3x2)	Property, Financial	Registration with BSE for high rise blocks	Fortnightly senior housing management meetings updating on risks and plans around building safet review.		Registration with BSE for high risk blocks	Safety Case files being prepared for submission t BSE.	Dennis Graham, Paul Mackie, Joanne Wilkinson	01/04/2024	09/02/2024	Strategic Risk report discussed at Leaders Team on 06/02/24.
		(BSE). There are numerous risks around non- compliance.			Registration with BSE for high rise blocks	Fire safety works being completed.							
		Link to Council Plan 24-27: 3.1 Access to Quality Housing			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	Report to go to Cabinet around future of Bridge	Joanne Wilkinson	06/02/2024	_	
					Registration with BSE for high rise	Tenants Voice group established		BSE for high risk blocks	House for decision.			_	
					Registration with BSE for high rise	Registration of blocks with BSE complete							
					Registration with BSE for high rise blocks Registration with BSE for high rise	Registration of blocks with BSE complete On-going and regular campaigns on fire safety undertaken with residents.							
)	SR21 Non compliance with Regulator of Social Housing Standards	The Social Housing White Paper and subsequent amendments have highlighted a significant shift in requirements for social housing providers. This will be the biggest shift in a generation, with	6 (3x2)	Property, Financial	Registration with BSE for high rise blocks Registration with	On-going and regular campaigns on fire safety	2 (2x1)	Social Housing Regulation	To complete HQN self-assessment as a gap analysis against new standards	Joanne Wilkinson	01/04/2024	10/11/2023	Reviewed by Jo Wilkinson to update action plans
20	Regulator of Social Housing	amendments 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	6 (3x2)		Registration with BSE for high rise blocks Registration with BSE for high rise blocks Social Housing Regulation	On-going and regular campaigns on fire safety undertaken with residents. Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning Action planning within the service occurs in preparation for changes	2 (2x1)		analysis against new standards Self-assess against proposed regulatory standards which have been released and action	Joanne Wilkinson Pete Linsley, Joanne Wilkinson	01/04/2024	10/11/2023	Wilkinson to update
20	Regulator of Social Housing	amendments 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	6 (3x2)		Registration with BSE for high rise blocks Registration with BSE for high rise blocks Social Housing Regulation	On-going and regular campaigns on fire safety undertaken with residents. Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning Action planning within the service occurs in	2 (2x1)	Regulation Social Housing	analysis against new standards Self-assess against proposed regulatory	Pete Linsley,		10/11/2023	Wilkinson to update

				Social Housing Regulation Social Housing	Annual self assessment undertaken against current standards Member advisory group for continued / wider input						
				Regulation	into the housing service established.						
22 SR23 Procurement of Health and Safety Consultations and recruitment to new role	d 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.	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.
	Link to Council Plan 24-27: 4.3 Investing in Our			Intranet guidance	Intranet guidance						_
	Skills and Facilities			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.	6 (3x2)	Technology	Air conditioning in place to keep the data centre at		2 (2x1)	Full Fibre Project		Nick Goulden	28/06/2024 10/11/2023	10/11/2023 Reviewed by individua Chief Officers and discussed at Leaders
	Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities			optimal temperature							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						
	non The Council fails to effectively manage Property	6 (3x2)	Property,	Property Group	Regular reports shared with SLT highlighting	1 (1x1)	Property Group	New Asset Management Strategy to be developed		31/10/2024	27/01/2024 Significant progress
and Safety compliance	th portfolio health and safety / compliance and meet statutory requirements. Risk is not managed and		Financial	Compliance Property Group	current position. Dedicated Team established - combining		compliance		Joanne Wilkinson, Dan Wood		being seen. Regular reports in place show
obligations	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	olace to ensure d a proactive		Compliance	expertise from Council Housing Compliance Team to monitor and address compliance within the						positive trend. Stock condition surveys no
				Property Group	service. Team employs sector expert to support overall	-					commenced. Asset OBR group to continu
				Compliance	approach to health and safety and compliance.						to meet to review property group work
				Property Group compliance	Establish accurate data recording and position statement through individual workbooks for						property requirements Budget included withi
				Property Group Compliance	assets. Full Stock Condition Survey authorised and being completed.						24/25 programme for compliance and capit
				Property Group	Budget secured within General Fund for						works. Dedicated tea established combining expertise from housin
				Property Group	compliance / asset management work. OBR - Assets group established	_					alongside property gr team.
25 SR26 - Increasing costs of	In 23-24 we are forecasting the Council will be	6 (2x3)	Financial	compliance	Budget reviews ongoing with service accountant.	2 (1x2)	Increasing homeles	s Letter to registered provider chief execs to be sent	Joanne Wilkinson	29/03/2024	31/01/2024 Continue to see
	ne required to contribute an additional £500k towards the cost of B+B accommodation for homeless	0 (2,0)	i manoidi	temporary accommodation	Dudget reviewe engoing man convec decountains	2 (1%2)	temporary accommodation	reminding of responsibility around consumer	Coarmo Wilkingon	20/00/2021	increasing numbers o
Homologo	residents. Increase in costs is linked to increasing homelessness, reduced subsidy recovery from HB			costs			costs	regulation and responsibilities to supporting local authorities around homelessness.			homeless and requiring B+B accommodation
	and reduced grant availability. Costs of accommodation also increasing and increase in			Increasing homeless temporary	Some access to grant funding to off-set costs (although limited and unpredictable).		Increasing homeles temporary	s To work with finance to develop weekly spend sheets monitoring spend on accommodation	Sharon Parkinson	08/03/2024	due to lack of alternati accommodation. B+B
	larger families needing to be accommodated for longer. The subsidy can be met from within			accommodation costs			accommodation Increasing homeles	s To review costs of accommodation with each	Sharon Parkinson	15/03/2024	reduction plan for DLUHC produced, ne
	budgets this year, however this will need to be factored into future budgets moving forward.			Increasing homeless	Bed and breakfast plan developed for DLUHC		temporary accommodation	provider to ensure reaching VFM			homelessness strateg approved by Cabinet.
	Funding temporary accommodation for those who need it is a stat requirement.			temporary accommodation							To look at more rigoro monitoring of costs ar
	Link to Council Plan 24-27: 3.1 Access to Quality			costs Increasing homeless	Regular case work management in team of cases						cost of spaces from providers.
	Housing			temporary accommodation costs	in bed and breakfast						
				Increasing homeless	All B+B placements passed by manager for						
				temporary accommodation costs	approval						
					New Homelessness Strategy approved by Cabinet						
				temporary accommodation	Oct 2024						
26 SR27 - Waste Strategy	Increased revenue cost burden to the authority		Strategy,	costs							09/02/2024 Strategic Risk report
	and failure to deliver in line with milestones set out by government (31st March 2026).		Financial								discussed at Leadersh Team on 06/02/24.