

# Strategic Risk Register - Risk Map 29.10.24

Impact	Very High (4)	6			
	High (3)	12 13	2 3 5 7 8 10 14 19 20 22	4 11	
	Medium (2)		1 15 18	16 17 23 24	
	Low (1)				
		Unlikely (1)	Possible (2)	Low (3)	Very Likely (4)
		Likelihood			

NOTE 1: All risks have been reviewed in the run up to the production of the report on 29th October 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 29.10.24

Red text used to highlight changes since the previous report

Risk No.	Risk	Risk Description	Risk Owner	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	Mark Davies Paul Thompson	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	15/07/2024	Actions changed to be control measures and dates and titles reviewed. In conjunction with Paul Thompson.
						Council Strategies	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy		Fit for the Future Strategy	The Strategy contains a number of principles to achieve Financial Stability.	Mark Davies Alex Kinch	31/12/2024		
						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.							
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 inefficiency programme and failure to deliver on key projects. Link to Council Plan 24-27: 4.1 Value for Money	Mark Davies Paul Thompson	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.	Mark Davies	31/12/2024	15/07/2024	Updates made in conjunction with Mark Davies
						Reserves Policy	Reserves Policy							
						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 savings to follow.		
						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	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	Alex Kinch	6 (3x2)	People	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk  Annual Appraisal Process  Pay and Grading Structure  Recent experience suggests that this assisted in attracting applicants with the desired skills and values.	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk  Annual Appraisal Process embedded  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.	6 (3x2)				22/10/2024	Risk reviewed on behalf of Alex Kinch. Confirmed no changes since last risk review.
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	Paul Thompson Joanne Wilkinson	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. Asset Management Strategy in place	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	31/03/2025 18/10/2024 31/10/2024 27/12/2024	Continued progress - condition surveys completed and information being analysed and presented to various formal groups. Disposal of assets being considered on a case by case basis when reasonable offers are being made. The Asset OBR group is meeting regularly. An Officer led energy group has been established which reports into the Assets group with recommendations report being submitted. Commercial Property Manager recruited to.

					Use of Council Assets	Officer energy fit for the future group established - reporting into main Assets group								
					Use of Commercial Assets	Commercial Manager post recruited to.								
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.	Kirstie Banks-Lyon Alex Kinch	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	21/10/2024	Risk reviewed on behalf of Alex Kinch. All Service Resilience Plans are almost complete.
						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		
						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.							

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.	Mark Cassidy	8 (4x2)	Strategy Project / Programme	Delivery plan in place	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	8 (4x2)	(i) Local Area Energy Plan and (ii) Council Action Plan (now Climate and Nature Strategy)	The Council continues to work on the delivery of its action plan. More details can be found on our website: <a href="https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates">https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates</a>	Mark Davies	25/02/2025	29/08/2024 The Council continues to make good progress across a number of climate workstreams, including: (i) The final Workshop (#6) of the Local Area Energy Plan is next week and will involve the main authorising stakeholders. Following this, the LAEP will be presented to Cabinet. (ii) Preparation of the new Climate and Nature Strategy (CaNS) (iii) Implementation work continuing for the latest, successful Salix-funded decarbonisation programme for 3 further council buildings. (iv) The Council's proposed solar PV scheme at Burrow Beck is likely to be presented to the late-September Planning Regulatory Committee.

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 and resourced.  Link to Council Plan 24-27: 4.5 Innovative Public Services	Mark Davies	6 (3x2)	People Financial	<p>Local Plan</p> <p>Medium Term Financial Strategy (MTFS)</p> <p>Investment Strategy</p> <p>Capital Programme</p> <p>The Council continues to resource key service teams in Planning, economic development, regeneration, property investment</p> <p>Collaborative Working</p> <p>Partnership Working</p> <p>Capital Programme</p> <p>Funding the Future Strategy</p>	<p>Local Plan</p> <p>Medium Term Financial Strategy (MTFS)</p> <p>Investment Strategy</p> <p>Capital Programme</p> <p>The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management.</p> <p>We work in collaboration with other stakeholders. For example, on the Eden Project we are working closely with the County Council.</p> <p>Many of our projects involve working in collaboration with other partners. For example, working with the County Council for the Eden Project Morecambe.</p> <p>Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding.</p> <p>Funding the Future Strategy</p>	3 (3x1)	<p>Local Plan</p> <p>Reserves</p> <p>People Plan</p>	<p>Local Plan, due to be adopted in Jan 27</p> <p>Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies.</p> <p>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.</p>	<p>Mark Cassidy</p> <p>Mark Davies</p> <p>Alex Kinch</p>	<p>01/01/2027</p> <p>31/03/2025</p> <p>31/03/2026</p>	<p>15/07/2024</p> <p>Updates made on consultation with Mark D and Mark C.</p>
10	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities.	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	Mark Davies	6 (3x2)	Strategy	<p>Continued monitoring and horizon scanning of Government policy</p> <p>Clear and focused Council strategy to maximise alignment with Government policy and resourcing</p> <p>Strategic Plans</p>	<p>Continued monitoring and horizon scanning of Government policy</p> <p>Clear and focused Council strategy to maximise alignment with Government policy and resourcing</p> <p>Strategic Plans - Continue to develop Council strategic plans and documentation in light of emerging Government policy</p>	6 (3x2)		<p>15/07/2024</p> <p>Reviewed with Mark D, this remains as-is.</p>			

11	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities.	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.	Mark Davies	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.	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	Mark Davies Paul Thompson	3 (3x1)	Strategy Financial	Budget Development	Comprehensive, robust and transparent approach to budget development and service delivery.	3 (3x1)	OBR / Fit for the Future	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.	Mark Davies	31/12/2024	15/07/2024	Reviewed in conjunction with Mark D. The residual risk score and target risks scores have been lowered (likelihood reduced from possible to unlikely).
13	SR13 The Council's reputation is damaged through its own actions or actions of others in the District	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	Mark Davies	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.	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	Mark Davies Paul Thompson	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	11/07/2024	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							

15	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district.	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	Mark Davies Jonathan Noad	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.
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.	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	Mark Davies (Chief Executive) Alex Kinch (Chief Officer People & Policy)	6 (2x3)	Strategy	Corporate Plan Policy Framework	Corporate Plan Policy Framework	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.
17	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities.	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities.  Link to Council Plan 24-27: 4.6 Openness	Mark Davies Luke Gorst	6 (2x3)	Legal	Corporate Governance	Corporate Governance	6 (2x3)					15/07/2024	One action transferred to be a control measure at the request of Luke Gorst, action owner.
						Continuous review of assets and infrastructure	Continuous review of assets and infrastructure							
						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.							
						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 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).							
						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.	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	Mark Davies Jonathan Noad	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	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	Dennis Graham Paul Mackie Joanne Wilkinson	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)	Registration with BSE for high rise blocks	Tenant engagement strategy for building safety to be approved.	Pete Linsley Paul Mackie Joanne Wilkinson	29/11/2024	18/10/2024	Limited change - safety case files not yet called in. Engagement strategy for high rise blocks drafted - to be approved via ICMD in coming weeks.
						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 Safety Case files prepared ready for call in.							

20	SR21 Non compliance with Regulator of Social Housing Standards	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	Dennis Graham Pete Linsley Joanne Wilkinson	6 (3x2)	Property Financial	<p>Social Housing Regulation Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning</p> <p>Social Housing Regulation Action planning within the service occurs in preparation for changes</p> <p>Social Housing Regulation Quarterly reports available for portfolio holder outlining changes in the previous quarter produced.</p> <p>Social Housing Regulation Service Improvement Plan well established</p> <p>Social Housing Regulation Annual self assessment undertaken against current standards</p> <p>Social Housing Regulation Member advisory group for continued / wider input into the housing service established.</p> <p>Social Housing Regulation Various external audits utilised e.g. TPAS, Resolve, Pennington Choices</p> <p>Social Housing Regulation Breaches Policy in place</p>	2 (2x1)				18/10/2024	Limited change. Self assessment completed and action planning ongoing against gaps / areas for improvement. First inspections have been announced with mainly council providers receiving C3 gradings. Continue to keep abreast of what's going on through the sector.	
22	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	Paul Thompson	6 (3x2)	Technology	<p>Air conditioning in place to keep the data centre at optimal temperature</p> <p>Back up Date Centre at SALC</p> <p>Regular fire safety servicing carried out</p> <p>Water ingress alerts To alert all ICT senior managers to any water detected in data centre</p>	2 (2x1)	Data Centre	In progress, due for completion by December 24	Nick Goulden Paul Thompson	31/12/2024	16/07/2024	Dates updated on risk action.

23	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. 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	Joanne Wilkinson	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	27/12/2024	18/10/2024	Seeing some impact with reduction against forecast spend by about £100k at this point of the year. All placements are being passed by a manager. A recent homelessness audit has taken place and actions are now needed to be followed through.
						Increasing homeless temporary accommodation costs	Some access to grant funding to off-set costs (although limited and unpredictable).		Increasing homeless temporary accommodation costs	To review costs of accommodation with each provider to ensure reaching VFM	Sharon Parkinson	27/12/2024		
						Increasing homeless temporary accommodation costs	Bed and breakfast plan developed for DLUHC		Increasing homeless temporary accommodation costs	Exploring leasing arrangements with private landlords to seek to reduce bed and breakfast costs	Sharon Parkinson Joanne Wilkinson	10/01/2025		
						Increasing homeless temporary accommodation costs	Regular case work management in team of cases in bed and breakfast		Increasing homeless temporary accommodation costs	Conversion of former CAB building on King Street to 4 x units of temporary accommodation.	Sharon Parkinson Joanne Wilkinson	28/03/2025		
						Increasing homeless temporary accommodation costs	All B+B placements passed by manager for approval		Increasing homeless temporary accommodation costs	Progress actions from internal audit.	Sharon Parkinson	30/08/2025		
						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		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	Will Griffith	6 (2x3)	Strategy Financial		