

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	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)	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.	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					
					Use of Council Assets Performance monitoring of leases implemented		Council Assets Updated Asset Management Strategy to be developed to incorporate property performance, as well as Estates and FM areas.	Paul Mackie Joanne Wilkinson Dan Wood 31/03/2026	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.
					Use of Council Assets Budget Monitoring					
					Use of Council assets Implemented active asset management inc. financial modelling for stock rationalisation.					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 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.
Kirstie Banks-Lyon Alex Kinch					District emergency	Lancaster District Emergency Plan and LRF (Lancashire Resilience Forum) plans that cover site or incident specific risks, including for example: an incident at Heysham Power Station, or a flooding/weather event.		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.							
					Corporate Resilience Exercises - January 2025	The LGA held two corporate resilience exercises with managers w/c 20th January 25.							

6	<p>SR06 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030.</p> <p>Mark Cassidy</p>	<p>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.</p> <p>Link to Council Plan 24-27: 1.1 Carbon Zero</p>	8 (4x2)	Strategy Project / Programme	<p>Delivery plan in place</p> <p>Climate Change Action Plan - the Climate and Nature Strategy will supersede this</p>	8 (4x2)	<p>(i) Climate and Nature Strategy</p> <p>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 stakeholders. Details here: <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></p>	Mark Davies	31/03/2025	24/02/2025	<p>Updated information supplied by Mark Cassidy. Including revisions to control measures and action plans.</p> <p>The Council continues to make good progress across a number of climate workstreams, including:</p> <p>(i) The Local Area Energy Plan (LAEP) was adopted at October Cabinet. Officers are now tasked with workign up feasibility proposals and reporting back to Cabinet in due course. Discussions regarding the potential for UKSPF assistance regarding implementation of the LAEP are ongoing.</p> <p>(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.</p> <p>(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.</p> <p>(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.</p> <p>(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.</p>
					<p>Peoples Jury</p> <p>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</p>						
					<p>Development of the Local Area Energy Plan and the emergence of the Climate and Nature Strategy</p> <p>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.</p> <p>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.</p>		<p>(ii) Local Area Energy Plan</p> <p>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.</p>	Mark Cassidy	31/03/2025		

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 +	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>	4 (2x2)	Local Development Plan	Local Development Plan	Mark Davies	30/09/2024	06/01/2025	This risk has been reviewed and remains unchanged.
Mark Davies Luke Gorst Paul Thompson	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.	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.
Mark Davies	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	<p>SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities.</p> <p>Mark Davies</p>	<p>SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities.</p> <p>Link to Council Plan 24-27: 4.1 Value for money</p>	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)	15/07/2024	Reviewed with Mark D, this remains as-is.
11	<p>SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities.</p> <p>Mark Davies</p>	<p>SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities.</p> <p>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.</p>	9 (3x3)	Strategy Financial	<p>Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues</p> <p>Strategic responsiveness through continued risk management review</p> <p>Agility and Resilience</p> <p>Strategic risk management approach</p>	<p>Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues</p> <p>Strategic responsiveness through continued risk management review</p> <p>Agility and Resilience - Continue to develop agility and resilience across the organisation</p> <p>Strategic risk management approach</p>	9 (3x3)	15/07/2024	Reviewed in conjunction with Mark D. This risk remains as-is.
12	<p>SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation.</p> <p>Mark Davies Paul Thompson</p>	<p>SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation.</p> <p>Link to Council Plan 24-27: 4.5 Innovative Public Service</p>	3 (3x1)	Strategy Financial	<p>Budget Development</p> <p>OBR / Fit for the Future</p>	<p>Comprehensive, robust and transparent approach to budget development and service delivery.</p> <p>Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.</p>	3 (3x1)	03/02/2025	Action closed as it is now a control measure.
13	<p>SR13 The Council's reputation is damaged through its own actions or actions of others in the District</p> <p>Mark Davies</p>	<p>SR13 The Council's reputation is damaged through its own actions or actions of others in the District.</p> <p>Link to Council Plan 24-27: 3.4 Community Engagement</p>	3 (3x1)	Strategy People	<p>Communications</p> <p>Strategic Management of Activities</p> <p>Delivery of Services</p> <p>Strategic communication</p>	<p>Pro-active communications and transparency</p> <p>Strategic management of all Council activities to ensure continued high reputation</p> <p>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.</p> <p>Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation</p>	3 (3x1)	19/07/2024	Risk reviewed and no changes made



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.							
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 strategy 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 Safety 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	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.	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.
Dennis Graham Pete Linsley Joanne Wilkinson	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										
	Link to Council Plan 24-27: 3.1 Access to Quality Housing											
22	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 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
Paul Thompson	Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	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	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.	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.
Joanne Wilkinson	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	Progress actions from internal audit.	Sharon Parkinson		31/03/2026					
	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 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											
	Link to Council Plan 24-27: 3.1 Access to Quality Housing	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).	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.
Will Griffith	Link to Council Plan 24-27: 1.5 Reduced Waste												

25	SR28 Delivery of Mainway Project	Delivery of the Mainway project is not executed as planned.	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 constraints - this issue has been raised at a meeting with Cat Smith. Paul Thompson commissioning MIAA to develop project business plan.
Joanne Wilkinson	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)			Mianway project	Fortnightly project team meetings reviewing progress.								
				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		Lune and Derby Houses to be disposed of	Joanne Wilkinson	30/04/2025			
						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		
				Mainway project	Various and ongoing engagement events / information sessions with residents and councillors						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	New governance structure with Project Board, Scrutiny Group and sub-groups established.								
				Mainway project	MIAA audit review completed								
26	SR29 - Local Government Reorganisation	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.
Mark Davies						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			