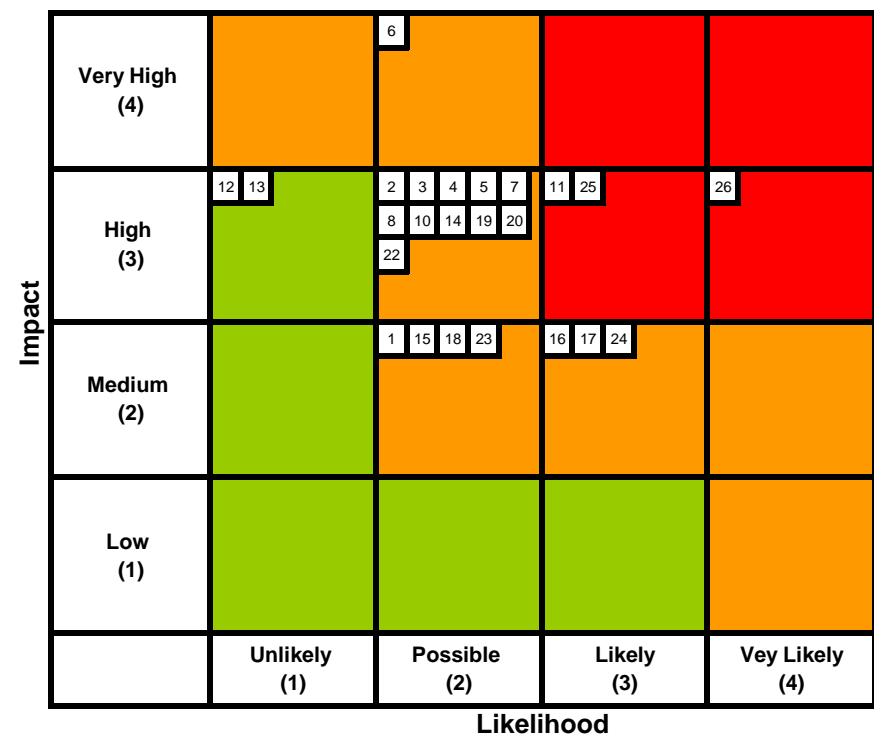


Strategic Risk Register - Risk Map 12.05.25



NOTE 1: All risks have been reviewed in the run up to 12th May 2025

NOTE 2: The numbers shown on the risk map relate to those on the next page in the first column, not the Strategic Risk (SR) numbers.

NOTE 3: Only risks which are unrestricted are shown.

Strategic Risk Register, Report Created 12.05.25

Red text used to highlight changes since the previous report

| Risk No. | Risk & 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 2025/26 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 2025/26 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 | 20/03/2025 | References to financial years in the risk title and control measures have been updated. |
| | | | | | 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, 24/25 and 25/26 financial years. | Outcomes Based Resourcing for 23/24, 24/25 and 25/26 financial years | | | | | | | |

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| 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. |

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|------------|--|--|------------|--------|--|---|------------|------------|---|
| 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. |
| Alex Kinch | Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities | | | | 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. | | | |

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|---|--|--|------------|--------------------|--|---|------------|----------------------|---|---|------------|------------|--|
| 4 | SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver capital projects. Joanne Wilkinson | 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 | 01/10/2025 | 03/04/2025 | Ongoing work. Disposal of Palatine Hall completed before 31st March. Ongoing review of assets being undertaken and presented to OBR assets. Climate Statement approved and published with 3 year action plan. 2 x new posts recruited to - awaiting start date to support team activity. |
| | | | | | 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 | | |
| | | | | | Use of Council Assets | Budget Monitoring | | | | | | | |
| | | | | | Use of Council assets | Implemented active asset management inc. financial modelling for stock rationalisation. | | | | | | | |
| | | | | | Use of Council assets | Appointed Eckersleys to support the council in asset disposal. | | | | | | | |
| | | | | | 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 recruited to support reductions in utility costs awaiting start date. | | | | | | | |
| | | | | | Use of Council Assets | Project Officer recruited to awaiting start date- to support delivery of increased capital / revenue projects for next three years. | | | | | | | |
| | | | | | Council Assets | Climate Statement finalised and published with clear actions around improvements. | | | | | | | |
| 5 | SR05 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 | Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies. | 6 (3x2) | Financial | Resourcing the emergency response function | The Council continues to adequately resource its emergency planning function, including maintaining its team of out of appropriately trained emergency response officers. | 6 (3x2) | Community Resilience | The Council supports community resilience through CEPGs and FLAG groups etc. The local CEPG own and update their own plans in liaison with the Resilience Officer | Alex Kinch | 31/03/2025 | 29/01/2025 | Alex provided the update made. |
| | | | | | District emergency | Lancaster District Emergency Plan and LRF (Lancashire Resilience Forum) plans that cover site or incident specific risks, including for example: an incident at Heysham Power Station, or a flooding/weather event. | | Adaptation Schemes | The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence). This will be undertaken through the emerging Our Future Coast programme. | Paul Blakeley Jonathan Noad | 31/03/2025 | | |
| | | | | | Business Continuity Plans | Business Continuity Plans | | | | | | | |
| | | | | | | | | | | | | | |

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| 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. |

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|---|--|--|------------|------------------------------|------------------------|---|------------|---------------------------------|---|--------------|------------|------------|--|
| 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. | 8 (4x2) | Strategy Project / Programme | Delivery plan in place | Climate Change Action Plan - the Climate and Nature Strategy will supersede this | 8 (4x2) | (i) Climate and Nature Strategy | The Council continues to work on the delivery of its CaNS and the date for delivery is likely to be early-June. | Mark Davies | 30/06/2025 | 24/02/2025 | Updated information supplied by Mark Cassidy. Including revisions to control measures and action plans. |
| | Mark Cassidy | | | | 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 | | | | | | | The Council continues to make good progress across a number of climate workstreams, including: (i) The Local Area Energy Plan (LAEP) was adopted at October Cabinet. Officers are now tasked with workign up feasibility proposals and reporting back to Cabinet in due course. Discussions regarding the |
| | | Link to Council Plan 24-27: 1.1 Carbon Zero | | | | | | (ii) Local Area Energy Plan | LAEP sets out a long-term vision for decarbonising the district by 2040 and looks beyond the council's own 2030 target for its direct activities. The LAEP sets | Mark Cassidy | 30/09/2025 | | |

| | | | | | | | | | | | | | | | |
|---|--|---|------------|------------------|--|--|------------|------------------------|---|-----------------------------|------------|------------|--|--|--|
| | | | | | Development of the Local Area Energy Plan and the emergence of the Climate and Nature Strategy | Local Area Energy Plan (LAEP) has been adopted by Cabinet (Oct 2024) and it set out the district's most cost-effective pathways to net zero. Climate and Nature Strategy (CaNS) is funded by a UKSPF award and will be the Council's Climate and Nature Action Plan, bringing together all climate and biodiversity workstreams under one document with realistic ambitions that align with the Council Plan. | | | | | | | | | Discussions regarding the potential for UKSPF assistance regarding implementation of the LAEP are ongoing. (ii) The District Climate and Nature Strategy (CaNS) public events have been completed and the CaNS continues to be prepared. The date for outturn has moved back to End-May 2025 due to some consultancy delay. (iii) Detailed delivery plans (and relevant planning applications and other consent-based regime submission) are being advanced for the successful Salix-funded decarbonisation for The Storey, Williamson Park and CityLab. (iv) The Council's proposed solar PV scheme at Burrow Beck is in delivery phase. A Section 73 (amendment) application has been submitted seeking to amend detail including the angle of panels and the provision of drainage swales. (v) It has been agreed with the Climate Action Portfolio Holder that an Annual Report regarding the Council's progress to Net Zero by 2030 for its own (Scope 1) activities will be produce at the end of every calendar year. The Cabinet meeting of 2 December 2025 has already been reserved for the first Annual Report. |
| 7 | SR07 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes. Mark Davies Luke Gorst Paul Thompson | On the 29 January 2019, Full Council approved the Council's strategic priorities for the purpose of informing budget decisions for 2020-21 and future years. Link to Council Plan 24-27: Whole document. | 6 (3x2) | Strategy | Carbon Zero + | More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates | 4 (2x2) | Local Development Plan | Local Development Plan | Mark Davies | 30/09/2024 | 06/01/2025 | This risk has been reviewed and remains unchanged. | | |
| | | | | | Medium Term Financial Strategy (MTFS) | MTFS - in place to set out how the council proposes to manage its financial resources in line with corporate priorities. | | | | | | | | | |
| | | | | | Programme Management | Programme Management - in place to ensure strategy is followed and monitored on a regular basis. | | | | | | | | | |
| | | | | | Corporate Plan / Plan 2030 | Corporate Plan / Plan 2030 - Updated in December 2021 to lay out the councils vision. | | | | | | | | | |
| 8 | SR08 The Council fails to deliver its key projects due to the lack of capacity and resources. Mark Davies | The Council has a number of key projects (Canal Quarter, Eden Project Morecambe, OBR, My Mainway, Heysham Gateway, Frontierland etc) all of which have detailed | 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 | 01/04/2025 | Updated the action plan review date following conversation with Paul Thompson. The Adequacy of reserves statement is an annual requirement | | |
| | | | | | Medium Term Financial Strategy (MTFS) | Medium Term Financial Strategy (MTFS) | | | | | | | | | |

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|----|---|--|------------|-----------------------|--|---|------------|-------------|---|------------------------------|------------|---|
| | | strategies for implementation. In order to deliver these key projects it is essential they are properly prioritised and resourced. | | | Investment Strategy | Investment Strategy | | | | | | |
| | | Link to Council Plan 24-27: 4.5 Innovative Public Services | | | Capital Programme | Capital Programme | | Reserves | Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies. | Mark Davies Paul Thompson | 30/01/2026 | |
| | | | | | The Council continues to resource key service teams in Planning, economic development, regeneration, property investment | The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management. | | People Plan | 3-Year People Plan in place and being delivered, which includes emphasis on upskilling and staff development, as well as initiative to support recruitment and retention. | Alex Kinch | 31/03/2026 | |
| | | | | | Collaborative Working | We work in collaboration with other stakeholders. For example, on the Eden Project we are working closely with the County Council. | | | | | | |
| | | | | | Partnership Working | Many of our projects involve working in collaboration with other partners. For example, working with the County Council for the Eden Project Morecambe. | | | | | | |
| | | | | | Capital Programme | Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding. | | | | | | |
| | | | | | Funding the Future Strategy | Funding the Future Strategy | | | | | | |
| 10 | SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Mark Davies | SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Link to Council Plan 24-27: 4.1 Value for money | 6 (3x2) | Strategy | Continued monitoring and horizon scanning of Government policy | Continued monitoring and horizon scanning of Government policy | 6 (3x2) | | | | 15/07/2024 | Reviewed with Mark D, this remains as-is. |
| | | | | | Clear and focused Council strategy to maximise alignment with Government policy and resourcing | Clear and focused Council strategy to maximise alignment with Government policy and resourcing | | | | | | |
| | | | | | Strategic Plans | Strategic Plans - Continue to develop Council strategic plans and documentation in light of emerging Government policy | | | | | | |
| 11 | SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities. Mark Davies | SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities. This risk is outside of the control of the Council. It can not be fully mitigated against but should still be recorded on the strategic risk register. | 9 (3x3) | Strategy Financial | Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues | Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues | 9 (3x3) | | | | 15/07/2024 | Reviewed in conjunction with Mark D. This risk remains as-is. |
| | | | | | Strategic responsiveness through continued risk management review | Strategic responsiveness through continued risk management review | | | | | | |
| | | | | | Agility and Resilience | Agility and Resilience - Continue to develop agility and resilience across the organisation | | | | | | |

| | | | | | Strategic risk management approach | Strategic risk management approach | | | | | | | |
|----|--|--|------------|-------------------------|--|---|------------|-------------------------------|---|------------------------------|------------|---|--|
| 12 | SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation. Mark Davies Paul Thompson | SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation. Link to Council Plan 24-27: 4.5 Innovative Public Service | 3 (3x1) | Strategy Financial | Budget Development | Comprehensive, robust and transparent approach to budget development and service delivery. | 3 (3x1) | | | | 03/02/2025 | Action closed as it is now a control measure. | |
| | | | | | OBR / Fit for the Future | Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas. | | | | | | | |
| 13 | SR13 The Council's reputation is damaged through its own actions or actions of others in the District Mark Davies | SR13 The Council's reputation is damaged through its own actions or actions of others in the District. Link to Council Plan 24-27: 3.4 Community Engagement | 3 (3x1) | Strategy People | Communications | Pro-active communications and transparency | 3 (3x1) | | | | 19/07/2024 | Risk reviewed and no changes made | |
| | | | | | Strategic Management of Activities | Strategic management of all Council activities to ensure continued high reputation | | | | | | | |
| | | | | | Delivery of Services | Delivery of Services - Continue to manage and deliver services in a way that supports the authority's reputation as a Co-operative, Kind and Responsible Council. | | | | | | | |
| | | | | | Strategic communication | Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation | | | | | | | |
| 14 | SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services. Mark Davies Paul Thompson | SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services. Link to Council Plan 24-27: 4.1 Value for money | 6 (3x2) | Operations Financial | Budget and Performance Panel | Budget and Performance Panel | 6 (3x2) | Move to sustainable solutions | Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures | Mark Davies Paul Thompson | 30/06/2025 | 01/04/2025 | The s151 Officer is required to review its minimum level of unallocated reserves annually. Over recent years this has been increased with the General Fund to £5M and the HRA £0.750M. This assessment is 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. The HRA has dropped below the minimum £0.750M level and expected to remain so for 12-18 months |
| | | | | | Reserves Policy | Reserves Policy | | | | | | | |
| | | | | | Continue financial forecasting | Continue financial forecasting and scenario planning e.g. for energy costs | | Level of Reserves | As part of the annual budget cycle the s151 Officer is required to make a statement of the adequacy of the Council's reserves, provision and balances and set a minimum level of reserves. This ensures that it is able to mitigate variations in the short to medium term. | Paul Thompson | 31/03/2026 | | |
| 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. | 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 | 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 | | | | | | | |

| | | | | | | | | | | | | | |
|----|--|---|------------|---------------------|---|--|------------|---|---|---------------|------------|------------|---|
| | resulting in failure to meet the needs of local residents and businesses. Mark Davies Alex Kinch | to meet the needs of local residents and businesses. Link to Council Plan 24-27: 4.5 Innovative Public Services | | | Continuous review of strategy and policy LGA Workshop with Members | Continuous review of strategy and policy, and alignment with service delivery. These took place in September 2023. | | | | | | | |
| 17 | SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities. Mark Davies Luke Gorst | SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities. Link to Council Plan 24-27: 4.6 Openness | 6 (2x3) | Legal | Corporate Governance Continuous review of governance processes Annual Governance Statement and Code of Corporate Governance | Corporate Governance Continuous review of governance processes to 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 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 | 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. |
| 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. |

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|----|--|---|------------|-----------------------|---|------------|-------------------------|---|--|------------|------------|--|
| 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 | <div>Registration with BSE for high rise blocks</div> <div>Fortnightly senior housing management meetings updating on risks and plans around building safety review.</div> | 2 (2x1) | Non-compliance with BSE | To review Building Safety Case files following EWI survey results | Paul Mackie Jo Wilkinson | 01/08/2025 | 03/04/2025 | Limited change - safety case files not yet called in. Cladding survey on Park House commissioned - results now expected mid-May. Following this a review of the Building Safety Case Files will be undertaken. |
| | | | | | <div>Registration with BSE for high rise blocks</div> <div>Fire safety works being completed.</div> | | | | | | | |
| | | | | | <div>Registration with BSE for high rise blocks</div> <div>Fire door audits being undertaken</div> | | | | | | | |
| | | | | | <div>Registration with BSE for high rise blocks</div> <div>Monthly Compliance Steering Group comprising staff from across the Housing Service meet to discuss issues and tasks that are needed.</div> | | | | | | | |
| | | | | | <div>Registration with BSE for high rise blocks</div> <div>Tenants Voice group established</div> | | | | | | | |
| | | | | | <div>Registration with BSE for high rise blocks</div> <div>Registration of blocks with BSE complete</div> | | | | | | | |
| | | | | | <div>Registration with BSE for high rise blocks</div> <div>On-going and regular campaigns on fire safety undertaken with residents.</div> | | | | | | | |
| | | | | | <div>Registration with BSE for high rise blocks</div> <div>Cabinet (Feb 24) approved decommissioning Bridge House - Housing team now progressing decision.</div> | | | | | | | |
| | | | | | <div>Registration with BSE of high rise blocks</div> <div>Building Safety Case files prepared ready for call in.</div> | | | | | | | |
| | | | | | <div>Non compliance with BSE</div> <div>Commissioned external cladding survey for Park House - results due mid May</div> | | | | | | | |
| | | | | | <div>Non compliance with BSE</div> <div>Information updated on improved intranet pages</div> | | | | | | | |
| | | | | | <div>Non-compliance with BSE</div> <div>Resident engagement strategy for building safety approved</div> | | | | | | | |
| 20 | SR21 Non compliance with Regulator of Social Housing Standards Dennis Graham Pete Linsley Joanne Wilkinson | The Social Housing White Paper and subsequent amendments through to the introduction of the Social Housing Regulation Act have highlighted a significant shift in requirements for social housing providers. This will be the biggest shift in a generation, with changes to standards and expectations. Failure to keep up with changes could result in unlimited fines / DLUHC, Regulator or Ombudsman intervention / bad publicity. However clearly the Regulator has laid out that it is unlikely that Councils will meet the required new standards fully and expect to work with landlords to improve | 6 (3x2) | Property Financial | <div>Social Housing Regulation</div> <div>Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning</div> | 2 (2x1) | | | | | 21/01/2025 | Limited change. Continue to keep abreast of what's going on through the sector. |
| | | | | | <div>Social Housing Regulation</div> <div>Action planning within the service occurs in preparation for changes</div> | | | | | | | |
| | | | | | <div>Social Housing Regulation</div> <div>Quarterly reports available for portfolio holder outlining changes in the previous quarter produced.</div> | | | | | | | |
| | | | | | <div>Social Housing Regulation</div> <div>Service Improvement Plan well established</div> | | | | | | | |
| | | | | | <div>Social Housing Regulation</div> <div>Annual self assessment undertaken against current standards</div> | | | | | | | |

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| | | mandatories to improve performance against new requirements. Link to Council Plan 24-27: 3.1 Access to Quality Housing | | | Social Housing Regulation | Member advisory group for continued / wider input into the housing service established. | | | | | | | |
| | | | | | Social Housing Regulation | Various external audits utilised e.g. TPAS, Resolve, Pennington Choices | | | | | | | |
| | | | | | Social Housing Regulation | Breaches Policy in place | | | | | | | |
| 22 | SR24 ICT Data Centre Paul Thompson | Data Centre is dated and improvements needed to satisfy future demand. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities | 6 (3x2) | Technology | Air conditioning in place to keep the data centre at optimal temperature | | 2 (2x1) | Data Centre | In progress, business case due for completion by April 2025 | 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 now be concluded April 2025 with a full business case being considered by CAG & Cabinet shortly after. Provision has been made within the Councils Development Pool |
| | | | | | Back up Date Centre at SALC | | | | | | | | |
| | | | | | Regular fire safety servicing carried out | | | | | | | | |
| | | | | | Water ingress alerts | To alert all ICT senior managers to any water detected in data centre | | | | | | | |
| 23 | SR26 - Increasing costs of temporary accommodation for the homeless Joanne Wilkinson | In 23-24 we are forecasting the Council will be required to contribute an additional £500k towards the cost of B+B accommodation for homeless residents. This is expected to continue into 24-25. Increase in costs is linked to increasing homelessness, reduced subsidy recovery from HB and reduced grant availability. Costs of accommodation also increasing and increase in larger families needing to be accommodated for longer. The subsidy can be met from within budgets this year (23-24), however this will need to be factored into future budgets moving forward. Funding temporary accommodation for those who need it is a stat requirement. Link to Council Plan 24-27: 3.1 Access to Quality Housing | 4 (2x2) | 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 | 03/04/2025 | Numbers in B+B have reduced significantly through various management approaches. We have secured some funding through LAHF to purchase 3 x properties of TA to support further reduction. Team are keeping a watching brief on the renters right act to ensure numbers of homelessness doesn't spike. All posts within the Homelessness Team now recruited to. |
| | | | | | 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 | Purchase 3 x properties from LAHF grant | Joanne Wilkinson | 31/03/2026 | | |
| | | | | | Increasing homeless temporary accommodation costs | All B+B placements passed by manager for approval | | | | | | | |
| | | | | | Increasing homeless temporary accommodation costs | New Homelessness Strategy approved by Cabinet Oct 2023 | | | | | | | |
| | | | | | Increasing homeless temporary accommodation costs | Housing Taskforce established - clear focus on how the private rented sector can support reduction in B+B usage. | | | | | | | |
| | | | | | Increasing homeless temporary accommodation costs | Cabinet briefing provided on homeless service and bed and breakfast costs | | | | | | | |

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| | | | | | Increasing homeless temporary accommodation costs | Monthly spend / income monitoring now in place. | | | | | | | |
| | | | | | Increasing homeless temporary accommodation costs | Secured LAHF funding for the purchase of 3 x TA properties for families. | | | | | | | |
| 24 | SR27 - Waste Strategy Will Griffith | Increased revenue cost burden to the authority and failure to deliver in line with milestones set out by government (31st March 2026). Link to Council Plan 24-27: 1.5 Reduced Waste | 6 (2x3) | Strategy Financial | Fit for Future Waste Group and Waste Implementation Officer Working Group. | Regular meeting with officers and members taking place to ensure milestones are met. | 2 (1x2) | Waste Strategy Implementation | Officer working groups and relevant sub groups have started in order to develop a project delivery plan. | Will Griffith | 31/03/2026 | 05/02/2025 | Control Measures, Actions and Target score added to risk. Officer Working Groups set up and meeting weekly. Currently involving officers from legal, procurement, communications, environmental protection, waste, finance and customer services. |
| 25 | SR28 Delivery of Mainway Project Joanne Wilkinson | Delivery of the Mainway project is not executed as planned. Potential Consequences - Reputational risk and loss of trust from residents, risk around finances and health and safety implications. Delays could also put pressure on staff resources. This risk is on the Housing Risk Register as "H02 Delivery of Mainway Project" (9th Dec 2024) | 9 (3x3) | Project / Programme | Mainway project | Reports completed on a quarterly basis to update on project progress at a corporate level. | 2 (1x2) | Mainway project | Procurement of next stages to be completed | Joanne Wilkinson | 29/09/2025 | 03/04/2025 | MIAA have been commissioned to help develop PBC - this should be completed early summer and will guide next steps. Awaiting further information from Homes England about future funding opportunities. |
| | | | | | 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 | 29/08/2025 | | |
| | | | | | | | | Mainway project | Sub-groups for governance structure to be established. | Joanne Wilkinson | 04/07/2025 | | |
| | | | | | Mainway project | Demolition of school site completed | | | | | | | |
| | | | | | Mainway project | Regular meetings with Homes England taking place to keep them abreast of developments | | Mainway project | Masterplan to be completed | Joanne Wilkinson | 01/10/2025 | | |
| | | | | | Mainway project | Financial model put forward to Link | | | | | | | |
| | | | | | Mainway project | Planning application approved for Phase 1a and b | | | | | | | |
| | | | | | Mainway project | Various and ongoing engagement events / information sessions with residents and councillors | | | | | | | |
| | | | | | Mainway project | New governance structure with Project Board, Scrutiny Group and sub-groups established. | | | | | | | |
| | | | | | Mainway project | MIAA audit review completed | | | | | | | |

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| | | | | | Mainway project | MIAA supporting with PBC for Mainway. | | | | | | | |
| 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 | | |