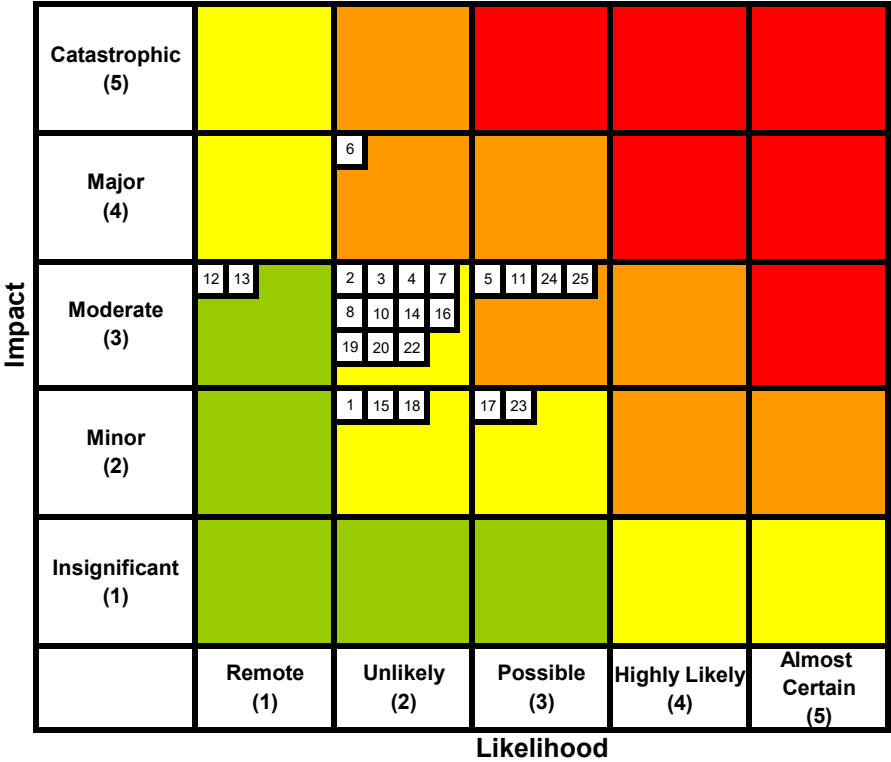


Strategic Risk Register - Risk Map 17.07.25



NOTE 1: All risks have been reviewed in the run up to 17th July 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 17.07.25

**Red text used to highlight changes since the previous report**

Risk No.	Risk & Owner	Risk Description	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	15/07/2025	Risks re-scored following update to matrix on Marks behalf.	
					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	Reserves Policy	Reserves Policy	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 Claire Dubelbeis Alex Kinch	31/12/2025	15/07/2025	Risks re-scored following update to matrix on Mark Davies behalf.	
					Project Managers	Project Managers - suitably skilled PMs assigned to lead strategic projects								
					Programme Managers	Programme Managers in place for specific programmes				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 Delivery Board	Programme Delivery Board								
					Cabinet Portfolio Holder	Cabinet 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								

					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. 25-26 is year 3 of the People Plan.	6 (3x2)			16/06/2025	Risk reviewed with Alex following re-scoring of risk and impact matrix.
	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					
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.	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.	31/03/2026 02/07/2025	Limited change. Ongoing review of assets being undertaken and presented to OBR assets. Information presented to B+P in Q1. New CPM system being implemented and this will further assist
	Joanne Wilkinson	Link to Council Plan 24-27: 4.5 Innovative Public Service			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.	31/03/2026	
					Use of Council Assets	Budget Monitoring					

				Use of Council assets	Implemented active asset management inc. financial modelling for stock rationalisation.							this will further assist with better property management functionality.		
				Use of Council assets	Appointed Eckersleys to support the council in asset disposal.									
				Use of Council Assets	Stock Condition Surveys for property group completed		Council Assets	Upgrade Asset Management system to CPM this should assist with better property management - fully interfaced system	Paul Mackie Joanne Wilkinson Dan Wood	31/03/2026				
				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 - 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.	9 (3x3)	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	31/08/2025	16/06/2025	Risk reviewed with Alex following re-scoring of risk and impact matrix.	
					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	SR06 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030.  Mark Cassidy	In January 2019 the Council declared a 'climate change emergency' and have now sought endorsement of an approach to reduce the Council's direct Co2 emissions to 'net zero' by 2030. Whilst an action plan is in place, costs associated with implementing the actions are considerable and are constantly under review.  Link to Council Plan 24-27: 1.1 Carbon Zero	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 (ii) Annual Climate Report (to be presented to Cabinet)	The Council continues to work on the delivery of its CaNS and the date for delivery is likely to be early-June.	Mark Davies	31/12/2025	01/07/2025	The remaining actions associated with this risk has been split into two sections. The first relates to the Climate and Nature Strategy(CaNS) which has been delayed due to other climate work associated with time-limited projects. The CaNS will still be delivered this year, and the Portfolio Holder has been updated (June 26 2025).  The second part of the risk is new, and relates to the 1st Annual Climate Report, which will be prepared for Cabinet at the end of each calendar year, starting in December 2025. This will set out the progress on an annual basis for reducing CO2 emissions and the ambition to reach net zero by 2030.
					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							
				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.		(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 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, but are likely to require UKSPF assistance given resource constraints (staffing) during the remainder of the calendar year (delievry of other decarbonisation projects)	Mark Cassidy	30/09/2025			
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.	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	15/07/2025	Risks re-scored following update to matrix on Mark Davies behalf.

	Mark Davies Luke Gorst Paul Thompson	Link to Council Plan 24-27: Whole document.			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.							
					Fit for the Future	Fit for the Future is a strategic programme that assists in the balance of Council plan and MTFS							
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 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	15/07/2025	Risk re-scored following matrix update on Mark Davies behalf.
					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	30/01/2026		
					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	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 Governance Operations People Project / Programme Financial	Continued monitoring and horizon scanning of Government policy	Continued monitoring and horizon scanning of Government policy	6 (3x2)					15/07/2025	Risk re-scored following update to matrix on Mark Davies behalf.
					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 Operations Security Financial	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues  Strategic responsiveness through continued risk management review  Agility and Resilience  Strategic risk management approach	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues  Strategic responsiveness through continued risk management review  Agility and Resilience - Continue to develop agility and resilience across the organisation  Strategic risk management approach	9 (3x3)			15/07/2025	Risk re-scored following matrix update on Mark Davies behalf.	
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  OBR / Fit for the Future	Comprehensive, robust and transparent approach to budget development and service delivery.  Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.	3 (3x1)			15/07/2025	Risk re-scored following matrix update on Mark Davies behalf.	
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  Strategic Management of Activities  Delivery of Services  Strategic communication	Pro-active communications and transparency  Strategic management of all Council activities to ensure continued high reputation  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.  Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation	3 (3x1)			15/07/2025	MD reviewed - as is	
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  Reserves Policy  Continue financial forecasting	Budget and Performance Panel  Reserves Policy  Continue financial forecasting and scenario planning e.g. for energy costs	6 (3x2)	Move to sustainable solutions	Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures  Council has approved the construction of a Solar Farm at Burrow Beck and also the development of a new Data Centre at Salt Ayre. Both will have a positive impact on the Council's sustainability ambitions but also income generation and cost reduction.	Mark Davies Paul Thompson 31/03/2026	15/07/2025	Risk re-scored following update to matrix on behalf of Mark Davies



								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.  Joanne Wilkinson <del>Mark Davies</del> <del>Jonathan Nead</del>	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  Continuous review of assets and infrastructure	Asset Management Plan  Continuous review of assets and infrastructure	2 (1x2)	Asset Management Plan	Conduct a major review of Council infrastructure and assets, taking a future focused approach to asset management.	Mark Davies	27/09/2024	15/07/2025	Risk re-scored following update to matrix on behalf of Mark Davies. Owner transferred to Jo Wilkinson
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 Alex Kinch	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 (3x2)	Strategy	Corporate Plan Policy Framework  Continuous review of strategy and policy  LGA Workshop with Members  CPC review and action plan.	Corporate Plan Policy Framework  Continuous review of strategy and policy, and alignment with service delivery.  These took place in September 2023.  CPC review and action plan. Action Plans have now been added into Service Plans.	2 (1x2)					16/06/2025	Risk reviewed with Alex following re-scoring of risk and impact matrix and action added as control measure.
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)	6 (2x3)					15/07/2025	MD reviewed - as is



				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.  Jonathan Noad Mark Davies	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	17/07/2025	Risk re-scored to reflect updated scoring so that the numbers add up. Owner transferred to Jonathan Noad	
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	To review Building Safety Case files following EWI survey results	Paul Mackie	30/09/2025	02/07/2025	Limited change - safety case files not yet called in, but will be reviewed following cladding survey results which should be due in next quarter. Bridge House now has 16 residents residing in it as the decant strategy is underway. Work to remove the front cladding on one elevation of Bridge House is commencing in July.	
					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 Saffety Case files prepared ready for call in.								
					Non compliance with BSE	Commissioned external cladding survey for Park House - results due over the summer (survey results being chased).								
					Non compliance with BSE	Information updated on improved intranet pages								
					Non- compliance with BSE	Resident engagement strategy for building safety approved								
					Non-compliance with BSE	Ongoing and regular dialogue with LFRS including site visits								

20	SR21 Non compliance with Regulator of Social Housing Standards.  Dennis Graham Joanne Wilkinson <b>Pete Linsley</b>	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	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)				02/07/2025	Limited change. Continue to keep abreast of what's going on through the sector. Recent announcements include - details of professionalisation, changes to electrical safety requirements, updates on Awaabs Law etc... Annual meeting with the regulator booked for middle of July.	
					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							
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		6 (3x2)	Data Centre	Business case to be presented to CAG 15th May. Once considered the aim is for it be presented to June/ July Cabinet for formal approval and release from the Development Pool	Nick Goulden Paul Thompson	31/07/2025	16/07/2025	Risk rescored and further control measure added.
					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							
					Cabinet have approved money for the build of a new data centre at SALC	Cabinet have approved money for the build of a new data centre at SALC							
23	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	17/07/2025	Risk re-scored to ensure the scoring adds up, following update to matrix.
24	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.	4 (2x2)	Mainway project	Procurement of next stages to be completed	Joanne Wilkinson	31/03/2027	02/07/2025	MIAA have nearly completed PBC for Mainway / Skerton case. Ongoing engagement with Homes England now further details of AHP funding has been released. Regular meeting of Programme Board.
					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	31/12/2025		
								Mainway project	Masterplan to be completed	Joanne Wilkinson	31/03/2026		

					Mainway project	Demolition of school site completed				
					Mainway project	Regular meetings with Homes England taking place to keep them abreast of developments				
					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				
					Mainway project	MIAA supporting with PBC for Mainway.				
					25	SR29 - Local Government Reorganisation  Mark Davies				
			LGR Steering Group	Set up LGR steering group for Cabinet and senior officers						
			Liaise with Management from nearby Lancashire Authorities	Liaise with Management from nearby Lancashire Authorities to understand their thinking and positions.						

Mainway project Applications for funding to be submitted where relevant. Joanne Wilkinson 31/03/2026

16/07/2025 Actions moved to be control measures