

Strategic Risk Register - Risk Map 16.02.26

Impact	Catastrophic (5)					
	Major (4)		6			
	Moderate (3)	12 13	2 3 4 7 8 10 14 16 19 20 22	5 11 24		25
	Minor (2)		1 15 18	17 23		
	Insignificant (1)					
		Remote (1)	Unlikely (2)	Possible (3)	Highly Likely (4)	Almost Certain (5)
		Likelihood				

NOTE 1: All risks have been reviewed in the run up to 16th February 2026.
 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.

Risk No.	Risk & Owner	Risk Description	Residual Risk Score (Impact x Likelihood)	Risk Category	Existing Control Measure	Existing Control Measure Description	Target (Retained) Risk Level (Impact x Likelihood)	Action Plan Title	Action Plan Description	Action Plan Owners	Action Plan Due Date	Review Date	Review Comment
1	SR01 Central Government 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 / Fit for the Future	Two in-delivery phases, with phase three currently being scoped.	Mark Davies Claire Dubelbeis Alex Kinch	31/03/2027	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and new control measure added
					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.							
					Balanced Budget	To be presented to Council on 25th Feb. 26/27							
2	SR02 The Council Mark Davies Paul Thompson	The Council fails to meet the 2026/27 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	Two in-delivery phases, with phase three currently being scoped.	Mark Davies Claire Dubelbeis Alex Kinch	31/03/2027	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and new control measure added
					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						
				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.						
				Balanced budget for 26/27	To be presented to Council on 25th Feb.						
3	SR03 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver	The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver effective services, projects and council priorities. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	People	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk Annual Appraisal Process Pay and Grading Structure Recent experience suggests that this assisted in attracting applicants with the desired skills and values. Workforce planning exercise being rolled out cross-service	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk. 25-26 is year 3 of the People Plan. Annual Appraisal Process embedded Pay and Grading Structure - The pay and grading structure and 2019 job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale.	6 (3x2)			16/01/2026 Reviewed on instruction from Alex Kinch. Scores unchanged but new control measure added.	
4	SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver	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 Use of Council Assets	Capital Strategy Group Ongoing OBR workstream reviewing assets	4 (2x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson 31/03/2026 02/07/2025	Limited change. Ongoing review of assets being undertaken and presented to OBR assets. Information

capital projects.

Joanne Wilkinson

Use of Council Assets	Performance monitoring of leases implemented
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 - to support delivery of increased capital / revenue projects for next three years.
Council Assets	Climate Statement finalised and published with clear actions around improvements.
Use of Council Assets	Utilising external support through HPA
Use of Council Assets	Repairs Service Improvement plan for property portfolio

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

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

Council Assets Consideration of commercialisation Plan - aligned with with Estates Imp Plan Paul Mackie 31/03/2026

presented to B+P in Q1. New CPM system being implemented and this will further assist with better property management functionality.

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.	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	31/08/2026	16/02/2026	Routine review - no changes at this time
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emergencies.

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.
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.

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
01/07/2026

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 (pending) (ii) Annual Climate Report (published December 2025)	(i) The Council continues to work on the delivery of its CaNS. (ii) the Annual Climate Report was presented to Cabinet and subsequently published.	Mark Davies	01/04/2026	05/01/2026	Risk score remaining unchanged. Recent positive planning decision to decarbonise Williamson Park is a positive; but the refusal at The Storey will require alternatives to be found to ensure the 2030 target can still be met. The recent (initial) Annual Review of our Journey to Net Zero and Energy
					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		(ii) Local Area Energy Plan	The LAEP has set out a long-term vision for decarbonising the district by 2040 and	Mark Cassidy	01/04/2026		

				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.							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. The LAEP has been formally adopted. Implementation via individual projects is ongoing.	Local Area Energy Self-Sufficiency indicates that we are currently on track.	
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 Operations Financial	Carbon Zero + Medium Term Financial Strategy (MTFS) Programme Management Fit for the Future Council Plan 2024/27	More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates MTFS - in place to set out how the council proposes to manage its financial resources in line with corporate priorities. Programme Management - in place to ensure strategy is followed and monitored on a regular basis. Fit for the Future is a strategic programme that assists in the balance of Council plan and MTFS Being refreshed in spring 2026 to include recent progress, following its creation and approved in January 2024.	4 (2x2)	Priority Policies 24-27	Council Plan	Mark Davies	31/03/2027	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies), new control measure added regarding the Council Plan and old control measure closed.	
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 Medium Term Financial Strategy (MTFS) Investment Strategy Capital Programme The Council continues to resource key service teams in	Local Plan Medium Term Financial Strategy (MTFS) Investment Strategy Capital Programme The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management	3 (3x1)	Local Plan Reserves	Local Plan, due to be adopted in June 28	Mark Cassidy Mark Davies Mark Davies Paul Thompson	30/06/2028	30/01/2026	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required. Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies.

				service teams in management. Planning, economic development, regeneration, property investment		People Plan	3-Year People Plan in place and being delivered, which includes emphasis on upskilling and staff development, as well as initiative to support recruitment and retention.	Alex Kinch	31/03/2026
				Collaborative Working	We work in collaboration with other stakeholders. For example, on the Eden Project we are working closely with the County Council.				
				Partnership Working	Many of our projects involve working in collaboration with other partners. For example, working with the County Council for the Eden Project Morecambe.				
				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)		16/02/2026 Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.
					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 Technology Security 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)		16/02/2026 Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.
					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. OBR / Fit for the Future	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.	3 (3x1)				16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.		
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	Strategic Management of Activities	Strategic management of all Council activities to ensure continued high reputation	3 (3x1)			16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.		
					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 Reserves Policy	Budget and Performance Panel Reserves Policy	Continue financial forecasting	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	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.

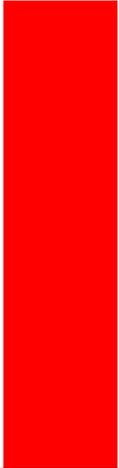
							Level of Reserves	As part of the annual budget cycle the s151 Officer is required to make a statement of the adequacy of the Council's reserves, provision and balances and set a minimum level of reserves. This ensures that it is able to mitigate variations in the short to medium term.	Paul Thompson	31/03/2026		
15	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district. Joanne Wilkinson	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 Councils infrastructure	Asset Management Plan Continuous review of assets and infrastructure OBR Assets group in place.	2 (1x2)	Asset Management Plan Conduct a major review of Council infrastructure and assets, taking a future focused approach to asset management.	Joanne Wilkinson	31/03/2026	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. CPC Action Plan progress reported to O&S	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. CPC Action Plan progress reported to O&S in October 2025 as a control measure	2 (1x2)				16/01/2026	Reviewed on instruction from Alex Kinch. Scoring remains as is, new control measure added
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	Corporate Governance Continuous review of governance processes to ensure they are fit for purpose	6 (2x3)				16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.

				<p>Annual Governance Statement and Code of Corporate Governance</p> <p>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.</p> <p>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).</p>									
				<p>Training and development</p> <p>Ongoing training and development to ensure staff and members are equipped to follow governance requirements.</p>									
18	<p>SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area.</p> <p>Jonathan Noad</p>	<p>SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area.</p> <p>Link to Council Plan 24-27: 2.4 Investment and Regeneration</p>	4 (2x2)	Project / Programme	Programme Management	Programme Management	2 (1x2)	<p>Development of a Canal Quarter Masterplan</p>	<p>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.</p>	Jonathan Noad	31/12/2026	19/01/2026	CQ action updated to reflect status
19	<p>SR20 Non compliance with Building Safety Executive for LCC owned high-rise buildings.</p> <p>Dennis Graham Paul Mackie Joanne Wilkinson</p>	<p>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.</p> <p>Link to Council Plan 24-27: 3.1 Access to Quality Housing</p>	6 (3x2)	Property Financial	<p>Registration with BSE for high rise blocks</p>	<p>Fortnightly senior housing management meetings updating on risks and plans around <u>building safety review</u>.</p> <p>Fire safety works being completed.</p> <p>Fire door audits being undertaken</p> <p>Monthly Compliance Steering Group comprising staff from across the Housing Service meet to <u>discuss issues and tasks that are needed</u>.</p> <p>Tenants Voice group and Building Safety Group established</p> <p>Registration of blocks with BSE complete</p> <p>On-going and regular campaigns on fire safety undertaken with residents.</p> <p>Cabinet (Feb 24) approved decommissioning Bridge House - Housing team now progressing <u>decision</u>.</p> <p>Building Safety Case files prepared ready for call in.</p>	2 (2x1)	Non-compliance with BSE	To review Building Safety Case files following EWI survey results	Paul Mackie	31/12/2025	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.

					Non compliance with BSE	Commissioned external cladding survey for Park House - draft report received shows low risk tolerable conclusion.						
					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	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						
					Social Housing Regulation	Internal Audit to be completed Q3 25/26						
					Social Housing Regulation	Engagement meetings taking place with the Regulator.						
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	16/01/2026	Risk reviewed and no change for the time being, until we move past implementation phase in Q1 of next year
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 Mianway project Mainway project	Reports completed on a quarterly basis to update on project progress at a corporate level. Fortnightly project team meetings reviewing progress. 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 Demolition of school site completed Regular meetings with Homes England taking place to keep them abreast of developments Financial model put forward to Link Planning application approved for Phase 1a and b Various and ongoing engagement events / information sessions with residents and councillors New governance structure with Project Board, Scrutiny Group and sub-groups established. MIAA audit review completed MIAA supporting with PBC for Mainway. Report to Cabinet seeking preferred way forward through seeking partnership (as well as gaining cost for the scheme).	4 (2x2)	Mainway project Mainway project Mainway project Mainway project	Procurement of next stages to be completed Lune and Derby Houses to be disposed of Masterplan to be completed Applications for funding to be submitted where relevant.	Joanne Wilkinson Joanne Wilkinson Joanne Wilkinson	31/03/2027 31/12/2025 31/03/2026	20/10/2025	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. Unfortunately application for Council Housebuilding Support Fund - unsuccessful. Report scheduled for October Cabinet seeking way forward through partnership / as well as seeking price for Council to complete build.
25	SR29 Local Government Reorganisation. Mark Davies	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	15 (3x5)	Strategy Governance Operations Legal Property Commercial People Technology Security Project / Programme Financial Data Info and Management	Regular discussions at LT and with Members, Lancashire Leaders / CEX groups Council have agreed an x party working group LGR Steering Group	Regular discussions at LT and with Members, Lancashire Leaders / CEX groups Council have agreed an x party working group Set up LGR steering group for Cabinet and senior officers	10 (2x5)					16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and two new control measures added. All 3 risk scores amended. Minor amendments made to a control measure.

27 and the risk of staff leaving the Council causing problems in the delivery of services.



management

Liaise with Elected Members and Management from nearby Lancashire Authorities

Liaise with Elected Members and Management from nearby Lancashire Authorities to understand their thinking and positions.



PMO in place including all Lancashire authorities

PMO in place including all Lancashire authorities

Strategic delivery partner for LGR selected

Ernst and Young selected as the strategic delivery partner

