

Appendix 2

LCC Operational Risk Exposure Summary as of 30th September 2023

STRATEGIC AREA – CITY DEVELOPMENTS AND NEIGHBOURHOODS

Risk Ref (as per ORR)	Risk Theme / Category	Link to Strategic Risk	Risk	Risk Owner	I	L	Current Risk Score	I	L	Target Risk Score	Target Date	Risk score at 31/05/23	Variance
1.	SOCIO-CULTURAL ECONOMIC LEGAL	SRR 2.3 SRR 3.2 SRR 3.3 SRR 3.4 SRR 5.1	Housing – Refugees - - Increase in arrivals across all schemes, but in particular those seeking asylum creates risks around housing availability, safeguarding availability and community tensions.	CB	4	5	20	3	5	15	Ongoing, Sept 2023 review date	16	↑
2.	POLITICAL ECONOMIC LEGAL	SRR 1.1 SRR 2.1 SRR 2.2 SRR 2.3 SRR 5.1	Housing – Budget Pressures - Increase in inflationary pressures have led to increasing pressures on the HRA and the Housing GF	CB	5	4	20	4	3	12	P4 Budget review Ongoing	20	↔
3.	POLITICAL ECONOMIC SOCIO-CULTURAL LEGAL	SRR 1.1 SRR 2.1 SRR 2.2 SRR 3.1 SRR 3.2 SRR 5.1	Housing - Homelessness Ongoing pressure and risks associated to statutory homeless cases requiring temporary accommodation exaggerated by cost of living crisis, budget pressures, capacity and housing stock reductions as well as impact of Universal Credit roll out.	CB	4	5	20	2	5	10	Ongoing, Sept 2023 review date	New Risk	
4.	ENVIRONMENTAL	SRR 6.1	Neighbourhood and Environmental Services – Ash Dieback – Epidemic of Ash Trees	SA	4	4	16	4	4	16	31/01/24 ongoing	16	↔

5	SOCIO-CULTURAL		Neighbourhood and Environmental Services - Decreasing availability of burial space. Burial space is limited in supply and may run out if further provision is not provided before existing capacity is reached.	SA	4	4	16	4	3	12	31/01/24 Ongoing Planning Permission Dec 23	16	↔
6	ECONOMIC	SRR 2.3	Neighbourhood and Environmental Services – Running costs increases due to inflation	SA	4	4	16	3	4	12	31/01/24 ongoing	16	↔
8.	ECONOMIC	SRR 2.2	Planning, Development and Transport - Failure or delayed delivery of development outcomes, including infrastructure - Ashton Green; new homes, employment land, community social infrastructure, open space, new jobs & skills training etc.	ALS	4	4	16	3	4	12	31/01/24 ongoing	16	↔
9.	ECONOMIC	SRR 2.1	Planning, Development and Transport - Availability of supply chain - contractors, construction difficult to get in place and issues on materials being available since Covid-19.	ALS	4	4	16	3	4	12	31/01/24 ongoing	16	↔
10.	ECONOMIC	SRR 2.2	Planning, Development and Transport - Recruitment and Retention of staff to deliver key projects, programmes and strategies. Lack of qualified experienced staff in market. Pay levels not commensurate with other councils	ALS	4	4	16	3	4	12	31/01/24 ongoing	16	↔
7.	ECONOMIC	SRR 2.2	Neighbourhood and Environmental Services –	SA	4	4	16	3	3	9	31/01/24 ongoing	16	↔

			Misalignment of Resource Capacity and Political Expectation/Identified Requirements/Changing Demand										
11.	LEGAL SOCIO-CULTURAL	SRR 1.2	Planning, Development and Transport - Duty to Protect - Failure to ensure counter-terrorism measures are incorporated into the built environment where required in order to meet our new statutory duties under the Duty to Protect legislation, e.g. new public realm schemes incorporating hostile vehicle mitigation measures	ALS	5	3	15	5	2	10	31/01/24 ongoing	15	↔

STRATEGIC AREA – CORPORATE RESOURCES AND SUPPORT

12.	TECHNOLOGICAL	SRR 4.1	Delivery, Communications and Political Governance – Cyber Security - Increasing profile and expertise to circumvent established defences increase vulnerability of LCC data.	MC	4	5	20	4	4	16	31/01/24 ongoing	20	↔
13.	ECONOMIC	SRR 2.2	Delivery, Communications and Political Governance – Shortages in terms of staff capacity/key skills	MC	4	4	16	3	4	12	Ongoing review and prioritisation of critical roles/areas	16	↔
14.	ECONOMIC	SRR 2.3	Delivery, Communications and Political Governance – Age and Condition of Specific Leisure Centres Impact and Implications	MC	4	4	16	3	4	12	Corporate strategic review by 31/12/23	New Risk	

16.	POLITICAL	SRR 1.2	Legal – Workloads and Pressure – Client Care. Services within the Council are stretched with increased demands and pressures.	KA	4	4	16	4	3	12	June 2024 ongoing	16	↔
15.	LEGAL	SRR 5.1	Delivery, Communications and Political Governance – Impacts arising from Future Legislation ‘Martyn’s Law’ - Council is unprepared to respond to the potential requirements of forthcoming legislation related to counter-terrorism and therefore fails in the duty to protect people	MC	5	3	15	5	2	10	Ongoing work with internal working group	15	↔

STRATEGIC AREA – SOCIAL CARE AND EDUCATION

18.	ECONOMIC	SRR 2.1	Children's Social Care and Community Safety – Workforce availability – Diminishing availability of experienced skilled social workers	DE	5	4	20	5	3	15	31/01/24 ongoing	20	↔
19.	ECONOMIC	SRR 2.1	Children's Social Care and Community Safety - Budget Loss and / or reduction of services to achieve budget savings	DE	5	4	20	5	3	15	31/01/24 ongoing	15	↑
17.	SOCIO-CULTURAL ECONOMIC LEGAL	SRR 2.3 SRR 3.1 SRR 3.2 SRR 5.1	Adult, Social Care and Commissioning - Unable to Deliver savings	KG	4	4	16	4	3	12	31/01/24 ongoing	New Risk	
20.	SOCIO-CULTURAL		Education - School collapses due to Reinforced Autoclaved	SM	4	4	16	3	3	9	Summer 2024	16	↔

			Aerated Concrete failure. Surveys undertaken to determine the risk. These surveys are intrusive and so the schools are unable to remain open while investigations and remedial works are undertaken.										
21.	SOCIO-CULTURAL	SRR 3.1	Education - Failure to identify children missing from education in a timely manner. This could include children who have left school rolls who have not arrived at their destination school or where they have become electively home educated but where this is not suitable.	SM	4	4	16	3	2	6	31/01/24 ongoing	16	↔
22.	SOCIO-CULTURAL	SRR 3.2	Education – Pupil Attendance DfE are increasing the statutory responsibilities relating to pupil attendance.	SM	3	5	15	2	3	6	Autumn 2023	15	↔

STRATEGIC AREA – PUBLIC HEALTH

23.	ECONOMIC	SRR 2.1 SRR 2.2	Budget - Changes to service delivery to operate within increasingly tight financial envelopes and increased savings targets - continued reductions could force termination of services to ensure priority services remain available.	RH	5	5	25	4	5	20	31/01/24 ongoing	25	↔
24.	POLITICAL ECONOMIC SOCIO-CULTURAL	SRR 2.1 SRR 2.3 SRR 3.2	Wider Economy and Supply Chain - Brexit / Covid related pressures increases prices or reduces availability of IT stock /	RH	5	4	20	4	4	16	31/01/24 ongoing	20	↔

			services / logistics / medicines etc within the supply chain.										
25.	ECONOMIC SOCIO-CULTURAL	SRR 2.2 SRR 3.2	Staffing and recruitment - External. A national skill shortage and recruitment crisis in conjunction with Leicester being a challenging area in comparison to neighbouring areas creates difficulties in securing appropriately trained professionals within commissioned services and / or partner organisations - in particular Public Health Nurses and Health Visitors.	RH	5	4	20	5	3	15	31/01/24 ongoing	20	↔
26.	POLITICAL ECONOMIC	SRR 1.1 SRR 2.1 SRR 2.2 SRR 2.3	Commissioning - Reduced budget for services impacts on financial viability to suppliers at the tender stage who may deem package to be unviable leading to a lack of bids reducing competition or tender failing altogether	RH	4	4	16	4	3	12	31/01/24 ongoing	16	↔
27.	POLITICAL LEGAL	SRR 1.1 SRR 1.2 SRR 5.1	Policy / Governance / Partnerships - Population health and the wider determinants of health impact, and are impacted by, a broad range of activities LCC undertakes.	RH	4	4	16	3	4	12	31/01/24 ongoing	16	↔
28.	ECONOMIC SOCIO-CULTURAL	SRR 2.2 SRR 3.2	Staffing and recruitment - Internal. An emerging recruitment crisis across a variety of sectors creates difficulty, both within Public Health and our commissioned services or system partners, in securing sufficient staff with the appropriate skills	RH	4	4	16	4	3	12	31/01/24 ongoing	16	↔

			and experience to meet the immediate Public Health challenges posed by Covid 19 response and recovery and emerging issues.										
29.	TECHNOLOGICAL LEGAL	SRR 4.2 SRR 4.3 SRR 5.1	Data - Complex data sharing agreements with external organisations not in place or understood by officers which restricts information flow into Public Health required to deliver objectives.	RH	4	4	16	3	3	9	31/01/24 ongoing	16	↔
30.	ECONOMIC SOCIO- CULTURAL	SRR 2.2 SRR 3.1 SRR 3.2	Health Protection /Covid 19 – Variant strains or other diseases emerge requiring a significant response, further local lockdowns, preventative measures, or a continuance of efforts that have been tapered off	RH	5	3	15	4	3	12	31/01/24 ongoing	15	↔

Key:

IMPACT (I)	SCORE	LIKELIHOOD (L)	SCORE
CRITICAL/ CATASTROPHIC	5	ALMOST CERTAIN	5
MAJOR	4	PROBABLE / LIKELY	4
MODERATE	3	POSSIBLE	3
MINOR	2	UNLIKELY	2
INSIGNIFICANT/ NEGLIGIBLE	1	VERY UNLIKELY / RARE	1

Risk scores:

LEVEL OF RISK	OVERALL RATING	HOW THE RISK SHOULD BE TACKLED/ MANAGED
High Risk	15-25	IMMEDIATE MANAGEMENT ACTION
Medium Risk	9-12	Plan for CHANGE
Low Risk	1-8	Continue to MANAGE

Risk Owners:

ALS	-	Andrew L Smith	MC	-	Miranda Cannon
CB	-	Chris Burgin	RH	-	Rob Howard
DE	-	Damian Elcock	SA	-	Sean Atterbury
KA	-	Kamal Adatia	SM	-	Sophie Maltby
KG	-	Kate Galoppi			