

Appendix 4 - Leicester City Council Operational Risk Register

Risk Register Owner: Andy Keeling, COO		Risks as at: 31/07/2019										
Risk	Consequence /effect: what would occur as a result, how much of a problem would it be, to whom and why	Existing actions/controls	Risk Score with existing measures			Further management actions/controls required	Target Score with further controls			Cost	Risk Owner	Review Date
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STRATEGIC AREA - Adult Social Care												
1. Care Services & Commissioning (ASC) - Budget - Compliance/DOLS Lack of budget / resources to comply with changes in DOLS legislation.	- DOLs assessments not carried out; - Potential for individuals to be illegally deprived of their liberty, for safeguarding due to lack of oversight and for legal claims against LCC, and fines. - Reputational risk if someone dies whilst illegally deprived of their liberty, financial risk if taken to court	- Following legal advice from a Barrister, Leadership has agreed a revised prioritisation system that is reviewed regularly. - Use of Independent BIAs - Use of form 3b; - Development of internal staff (Social workers - BIA) - JE completed for BIAs (unsuccessful), further request for market supplements made, waiting list risk assessed monthly and prioritisation system agreed with Leadership (reviewed regularly)	4	4	16	- Wider recruitment planned and to be funded	4	3	12		Tracie Rees	31.10.2019 Ongoing
2. Care Services & Commissioning (ASC) - Mental Health - Statutory Duty LCC is legally obliged under the Mental Health Act (MHA) to provide 24/7 service	- Risk of harm to, or by, mentally ill person - Breach of compliance and possible fines - Reputational damage - Impact on morale and stress if staff working outside hours - Increased staff turnover leads to immediate resource issues; also recruitment and training requirement - Potential delays and can increase working hours. - Not meeting MHA legislation - Potential delays and can increase working hours.	- 24/7 rota reviewed with AMPs and Unions and due for implementations shortly; - Using non-AMPs for appropriate functions	4	4	16	- Management support to AMHPs; - Continue to consider options for recruitment, Continue to escalate. Pilot of new 7 day rota commenced 01.09.2018 and was reviewed at the end Nov 2018, day time workers working a Sat shift as part of their normal working week. Market supplements have been agreed for EDT workers, open advert for AMHPs, secondments and overtime offered to AMHPs and SW across ASC	4	3	12		Tracie Rees	31.10.2019 Ongoing

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<p>3. Care Services & Commissioning (ASC) - Data breach</p> <p>Human error as demands on role increase likelihood for breach with access to sensitive data</p>	<ul style="list-style-type: none"> - Sensitive data shared with wrong individuals; - Distressing to service users; - Reputational damage to LCC; - ICO investigation and potential fines 	<ul style="list-style-type: none"> - E-learning staff training - mandatory; - HR action against offenders / disciplinary / dismissal / court; - Shared learning; - Information sharing agreement / DPA policy; - Caldicott Guardian - TR; - Automated message on log-on 	5	3	15	<ul style="list-style-type: none"> - Reviewing toolkits / refresher training / reviewing guidance and training on GDPR requires regular refresher 	4	3	12		Tracie Rees	31.10.2019 Ongoing
STRATEGIC AREA - City Development and Neighbourhoods												
<p>4. Neighbourhood and Environmental Services - Lack of Adequate Resource Capacity</p> <p>Increase in the demand led services, along with the reduction in head count could mean that there are insufficient resources to deliver the required service levels.</p> <p>During times of change, staff are not always aware of the changes being made, resulting in confusion etc.</p>	<ul style="list-style-type: none"> - Teams already at a minimum and extra workloads are unsustainable. - As demand-led services increase, workload and public expectations increase. - Likelihood of key person dependency as teams reduce further (fewer people in key roles). - Potential risk of non-compliance or breaches/lack of a substantial control environment. - Service delivery requirements not met. - Staff wellbeing may be harmed. - Reputational damage may result from unplanned building closures due to staff shortages. 	<ul style="list-style-type: none"> - Existing prioritisation arrangements are in place. - Policies and procedures are in place. - Processes are in place. - Regular briefings and PDRs - Organisational review consultation process. - Managing expectations with senior officers / stakeholders - Accessing external grants 	4	4	16	<ul style="list-style-type: none"> - Building adequate criteria and expectations into Service Reviews - Income generation to fund service specific posts / resources - Better use of existing internal & external resources (partnerships) 	3	3	9		John Leach	31.10.2019 Ongoing
<p>5. Neighbourhood and Environmental Services - Beaumont Park Depot</p> <p>Condition of depot creating risks to service delivery, individuals working on site and visitors, situation identified in H&S report in 2011. Previously requested in 2014 to be accommodated in Capital Programme. Strategic Director with Head of Finance moved to be dealt with as part of Depot Review passed for action to Director of EBS following site visit in Nov 2017. Options drawn up Feb 2018 but later abandoned. Director of EBS now progressed further work.</p>	<ul style="list-style-type: none"> - Serious accident injury and or death to staff/member of public. - Reputational damage to LCC. - Insurance claims against the Council. - Legal challenge. - Media exposure. - Adverse effect on budget/finances. - Closure of premises, loss of service. - Breaches in legislation and/or non-compliance. - Demand led services may not be met. - Significant delay to decide and implement a solution could weigh heavily in any proceedings that would follow a serious incident. 	<ul style="list-style-type: none"> - On going review of depot in-house Business Change Manager facilitating with E&B. Undertaking options appraisal with input from Legal, Planning and Highways. - Building conditional surveys reviewed under the TNS Programme. - Agreed to manage outside of Depot review with separate budget allocation. - NES/P& O have ensured operational mitigating action in place. I13Dedicated Banksman employed to manage traffic movement on site. - All staff trained in banksman duty of care. - H&S team undertaken review C13of short term safety measures for pedestrians and vehicles on site. - £125k approved from Loss Reduction Risk fund to install one way system, plus £10k EBS. (NEW ADDITION). Meeting held with EBS 11th April - Trees and Woodland Team and Landscapes Team ensuring all appropriate alternative storage options are utilised. EBS committed to confirmation/delivery of scheme within budget and to providing implementation timescale asap. Andy Keeling supporting NES urgent request for appropriate action.G16 	5	3	15	<ul style="list-style-type: none"> - New site - Suitable adaptation of existing to accommodate operational practices and introduction of one way traffic system. 	4	2	8	Unknown at present	Matthew Wallace	31.10.2019 Ongoing

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<p>6. Neighbourhood and Environmental Services - Reduction in Income Generation Programmes</p> <p>With reductions in public demand in Building Control and Pest Control income generated by the Council may be significantly reduced and income generation/revenue targets may not be met.</p> <p>Also, 'one off' income programmes are set as recurring within the budgets/accounts; impacting further on future financial targets.</p> <p>Competition from competitors e.g., Crematorium.</p>	<ul style="list-style-type: none"> - Budgets are not adhered to. - Income streams continue to reduce (e.g. Building Regs) due to the economic climate. - Targets remain the same or increase, against income sources and staff reductions. - One off income is disclosed as recurring, increasing the savings gap. - Internal recharges, e.g. for community space, will reduce as services reorganise. 	<ul style="list-style-type: none"> - Budgets are in place and alternative savings option appraisals are performed and saving plans are implemented. - Policies and procedures are in place. - Ashco business development arrangements are in place. - An agreement is in place for withdrawal of internal services from community settings under the TNS programme. - Draw on external funding 	3	5	15	<ul style="list-style-type: none"> - Introducing new ways of working to encourage entrepreneurial opportunities - External funding opportunities further explored 	2	4	8	N/A	John Leach	31.10.2019 Ongoing
<p>7. Tourism, Culture & Investment - Markets</p> <p>Risk relating to trader attrition and inability to attract new traders particularly during the market improvement works</p>	<ul style="list-style-type: none"> - Trader occupancy rates currently sit at 51% average. This is due, it is felt, to the ongoing improvement works taking place in the area and the general malaise in city centre retail. - Ongoing regeneration in the Market will, it is hoped, halt the reduction in traders 	<ul style="list-style-type: none"> - The public square will be used to attract footfall and the new screen will complete in spring 2019. An investment programme for the outdoor market had been agreed by the City Mayor but that has no changed and there is no agreed programme of work. 	4	4	16	<ul style="list-style-type: none"> - Need review and reprioritise works with CM. High risk remains 	3	4	12	<ul style="list-style-type: none"> - Work to Market is urgently needed as without improvements new commodities cannot be expected 	Mike Dalzell	30.09.2019 Ongoing
<p>8. Tourism, Culture & Investment - Markets</p> <p>The prevalence of incidents of anti-social behaviour in and around the Market area</p>	<ul style="list-style-type: none"> - Public and Traders cease to use the Market because of the prevalence of ASB issues - Negative media coverage impacting perceptions of the Markets and deters shoppers 	<ul style="list-style-type: none"> - Inspectors regularly patrol 'The presence of security officer has no doubt made a huge difference in regards to antisocial behaviour on the market, however the problem still exists within the City Centre and is prevalent on the outer fringes of the Market Place. 	4	4	16	<ul style="list-style-type: none"> - Market rules are complemented with zero tolerance. Security staff are engaged. Make frequent Police Patrols 	3	4	12	<ul style="list-style-type: none"> - Homeless people and substance abusers currently get fed at Leicester Market 7 days a week. Work is ongoing to try to locate alternative feeding stations so that people do not congregate on the Market from as early as 4pm daily 	Mike Dalzell	31.10.2019 Ongoing

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<p>9. Tourism, Culture & Investment - De Montfort Hall</p> <p>Loss of operational ability, falling below customer expectation, loss of reputation, knock on effect to touring promoters if facilities not up to industry expectation.</p> <p>Root problem: The stage lift has recently suffered some failures and if this lift were to cease operation, we would not be able to change format of the hall to enable DMH to hold the variety of performances we currently have booked</p>	<ul style="list-style-type: none"> - Loss of income - Loss of reputation - Negative PR. 	<ul style="list-style-type: none"> - Stage lift works delayed until summer 2020. Increased risk of breakdown even with upweighted inspection programme. 	5	3	15	<ul style="list-style-type: none"> - Works procured but cannot be carried out until Aug 2019. - Mitigation and controls to be put in place reduce risk of failure in meantime. 	5	2	10	<ul style="list-style-type: none"> - Mitigation in place for 2hr callout until works can be undertaken - Tender in process 	Mike Dalzell	31.10.2019 Ongoing

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<p>10. Tourism, Culture & Investment - De Montfort Hall Loss of operational ability, falling below customer expectation, loss of reputation, knock on effect to touring promoters if facilities not up to industry expectation.</p> <p>Root problem: The flying bars recently suffered some failures and if the flying bars were to cease operation, we would not be able to continue with our programme of shows.</p>	<ul style="list-style-type: none"> - Loss of income - Loss of reputation - Negative PR. 	<ul style="list-style-type: none"> - Responsibility for maintenance of the flying bars has rested with DMH until recently. The recent condition report commissioned by Theatre Plan, suggest that the flying bars will fail in 12-18 months. Approximate cost of replacement would be £200k. - Further investigation is required. - EBS will struggle to fund from maintenance budgets. 	5	3	15	<ul style="list-style-type: none"> - Replacement took place during summer,2018. - Now operational and appears reliable, although some minor adjustments still required to software, 	5	2	10	<ul style="list-style-type: none"> - Circa £100k. Funded via EBS capital. - All fully operational, need to find ongoing way to fund renewal / replacement given DMH revenue budget reduction. 	Mike Dalzell	31.10.2019 Ongoing
STRATEGIC AREA - Corporate Resources and Support												
<p>11. Delivery, Communications and Political Governance - Unplanned Election Event The service may struggle to manage a number of unplanned, additional elections, as well as a number of different type of elections e.g. House of Lords, Referendums etc.</p> <p>Unable to source suitable polling stations and a count venue for unplanned elections.</p> <p>Ability to deliver planned elections severely compromised by short notice unplanned elections e.g. snap general election due to current Brexit issues or a further referendum relating to Brexit</p>	<ul style="list-style-type: none"> - Elections not performed appropriately/challenges received and elections may have to be re-run. - Impacts on delivery of planned elections - Reputational damage. - Adverse effect on finances. - Media coverage. - Public complaints. - Increase in resource requirements. - Could lead to increased expectations on the existing trained core team, who hold relevant and detailed knowledge. - The potential repetition of impacts and pressures that arose during 2011 elections. - Impacts also on the wider capacity and resources of the Council which would be needed to support delivery. 	<ul style="list-style-type: none"> - Returning officer and nominated deputies are in place. - Insurance is in place. - Many elections can be planned and have set dates. - Since 2015 staffing plans for each election have sought to further develop the skills and experience of both the core team and to develop individuals to perform other key roles relating to aspects such as postal vote processing, election count and on polling day. This provides a wider pool of experienced staff to draw on. - Electoral Commission guidance gives detailed support in the planning and management of each specific type of elections. - A number of the Electoral Services team undertaking professional AEA qualifications. Recruited two new electoral services officers who are becoming embedded in the team and will be undertaking the-appropriate core professional training - In recent elections have drawn upon external expertise e.g. training delivered via AEA and involved a wider group of staff from across the Council to support the process. - Detailed debriefs have been done after each election in recent years including the recent May 2019 elections and used to feed into planning for future elections. The successful delivery of the recent elections including the very short notice European Parliamentary election demonstrated the effectiveness of the measures taken around staff development, process improvement etc 	4	4	16	<ul style="list-style-type: none"> - Continue to develop skills and expertise across the wider electoral services team including completion of formal training & qualifications - a number of staff undertaking relevant qualifications. - Keep under review staffing skills and expertise within the team and more widely 	4	2	8		Miranda Cannon	31.10.2019 Ongoing

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<p>12. Finance - Information and Customer Access - Cyber Security Increasing profile and expertise to circumvent established defences increase vulnerability of LCC data.</p>	<ul style="list-style-type: none"> - Data hacked and released into public domain; - Reputational damage - seek alternative more expensive solutions; - Fines from ICO; - Staff stress increases; - Damage to identified individuals; - Denial of service 	<ul style="list-style-type: none"> - Technology defences; - Awareness campaign; - Targeted follow up's; - Built into new system standards from 3rd party applications (secure passwords, TLS); - Daily back-up of systems 	4	5	20	<ul style="list-style-type: none"> - Technology solutions, requires cost effective considerations; - Continued awareness training etc.. 	4	5	20		Alison Greenhill	31.10.2019 Ongoing
<p>13. Finance - Tactical Decision Making Business solutions considered by services, which impact upon Information Services service delivery, are taken without consultation or considering the impact.</p>	<ul style="list-style-type: none"> - Increased budget pressure to implement / maintain expensive systems; - Increased pressure achieve service budget / targets; - Staff morale decreases; - Reduction in service capacity; - Breach of licences leading to fines; - Security risks of data / service; - Service support to other parts of council affected; - Internal reputational damage; 	<ul style="list-style-type: none"> - Consultation with Hoss to increase knowledge and understanding of IT requirements at early stages of projects; - Create Target Operating Model (TOM); - Enforcing Digital Transformation (DT) gateway process; - Provide clear criteria for commissioning new IT solutions; - Business Continuity (BC) process includes costs to service; 	4	4	16	<ul style="list-style-type: none"> - Monitor effectiveness of identified mitigations to determine future actions / plan 	4	4	16		Alison Greenhill	31.10.2019 Ongoing
<p>14. Finance - Introduction of Universal Credit (UC) Full Service Legislation Implementation of UCFS was June 2018. Rollout will take 2/3 years to fully complete. Claimants move from LCC administered HB to DWP administered UC. Risk is impact on claimants changing from 1 system to another and the significant differences between the 2 regimes.</p>	<ul style="list-style-type: none"> - Adverse impact on resident household income - Increasing poverty - Rent arrears (HRA) - Potential homelessness - Increased demand for discretionary funding - Adverse impact on CT collection and increased arrears - Increased demand for welfare advice services 	<ul style="list-style-type: none"> - LCC UC strategy, risk log and ETA - Communication and action plan - Engagement with DWP & SWAP - Staff training 	4	4	16	<ul style="list-style-type: none"> - Monitoring and reporting to DoF and Executive - Regular engagement with DWP - Redirection of staff resources - Regular review of customer support 	3	3	9	£2m Rent arrears £0.5m Grant loss £3.6m CT loss	Alison Greenhill	31.10.2019 Ongoing
<p>15. Finance - Financial Challenges The Council fails to respond adequately to the cuts in public sector funding over the coming year or years. Additional risk due to absence of Government plans beyond 19/20</p>	<ul style="list-style-type: none"> - Council is placed in severe financial crisis. Reputational damage to the Council and substantial crisis job losses. If the process is not properly managed, the Council will have little money for anything but statutory 'demand led services' 	<ul style="list-style-type: none"> - Budget balanced in 19/20 - Spending review 4 programme underway and previous spending reviews largely complete. - £5m service transformation fund as at 31/3/19 - Managed reserve balance available to smooth 20/21 	5	3	15	<ul style="list-style-type: none"> - Heavy involvement of City Mayor and COO in ensuring spending review programme delivers. - Appropriate change management/ project management arrangements to be put in place for major review areas. - Delivery of spending review 4 	5	2	10		Alison Greenhill	31.03.2020/2021 and Ongoing

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<p>16. Legal - Workloads & Pressure - Client Care Services within the Council are stretched with increased demands and pressures. Unrealistic deadlines at times can be set for major projects, procurement and contracts. There is a concern that whilst corporate policy is correct and general awareness of correct procedures/rules exists, it may not be implemented effectively within services.</p>	<ul style="list-style-type: none"> - Timely legal advice from clients not sought. - Failure to comply with laid down guidelines. - Breach of regulations or law e.g. data protection. - Council found to act unlawfully. - Challenges to procurement processes. - Cost implications from requirements not being followed/deadlines being missed/ not delivering value for money for Council. - Award made against council etc. - Staff demotivated - Negative Press/Reputation of Council 	<ul style="list-style-type: none"> - Reviewing practices to be improve flexibility of approach. - Channel Shift. - Raising awareness - corporate messages. - Early engagement - feeding into deadlines. - Attending project boards. - Projects to look at new ways of working. 	4	4	16	<ul style="list-style-type: none"> - Completion of review of practices by September 2019. - Improved use of technology e.g. Electronic Signatures/Virtual Hearings/Channel Shifts (Corporate Channel shift program - March 2019). - Need to increase comms program/training and awareness of current practices (deadlines with project plan). 	4	3	12		Kamal Adata	31.10.2019 Ongoing
STRATEGIC AREA - Education and Children's Services												
<p>17. Children's Social Care and Early Help - Budget Loss and / or reduction of services to achieve budget savings</p>	<ul style="list-style-type: none"> - Reduction in preventative services impacting on ability to deliver Statutory services; - Inability to deliver Placement Sufficiency; - Decrease Capacity / Increase demand; - Potential reduction of staffing levels; - Limited ability to deliver some front line services; - Potential for future claims against authority 	<ul style="list-style-type: none"> - Strategic Oversight and clear governance arrangements in place; - SCE Programme Board oversees all budget reduction projects. 	5	4	20	<ul style="list-style-type: none"> - Star Chamber oversight regarding saving reductions and undeliverable savings. 	5	3	15		Caroline Tote	31.12.2019

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18. Children's Social Care and Early Help - GDPR Change in Data Protection regulation (GDPR) which came into force May 2018.	- Historic breaches of information due to human error continue; - Under new regulations the size of potential fines significantly greater; - Inaccurate data within systems; - Inaccurate decisions made for service user; - Could lead to data breaches and significant fines and incorrect service provision for service user. ICO involvement	- Training cascaded across services; - Compliance monitored; - Lessons learnt have been cascaded; - Actions taken where necessary	4	4	16	- Developing clear and consistent HR response. - Staff have completed GPDR training session. - GDPR understood across services.	4	3	12		Caroline Tote	31.12.2019
19. Learning Services - Financial Deficit A rising number of LA maintained schools are reporting financial deficits.	- Schools carrying significant financial deficits present a financial risk to the Council unless they are quickly supported to bring deficits back to a balanced budget position. - The LA has limited capacity to intervene in schools in deficit.	- A School Finance Group meets monthly to receive reports on the current position in relation to school budgets. - Schools receive letters requesting reassurances once deficits are notified and are required to apply for a licenced deficit in certain circumstances. - An independent business manager is also appointed in some instances, to help the schools concerned address their budget deficits	4	4	16	- Investigate further options such as additional capacity to support schools via more hours allocated for school business manager support.	4	3	12		Paul Tinsley	31.10.2019
20. Learning Services - External Market External competition continues to threaten the future viability of the City Catering Service	- If the current rate of decline continues then the service will soon begin to make a loss. - City Catering Service losing business. - Impact on other services due to the difference being picked up by the General Fund affecting delivery of those other services	- Discussions with school business managers and report commissioned from APSE consultant	4	4	16	- Prepare options paper to take to Executive	3	4	12		Paul Tinsley	31.10.2019

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STRATEGIC AREA - Public Health												
21. Public Health - Budget - External Influences External national imperatives without associated budget introduced which will impact on local delivery.	- Call on finances from NHS pay award; - Changes in financial call due to changes in clinical requirements/fluctuations in drug/treatment market prices; - Prioritisation / decommissioning / reduction of existing service delivery model	- Internal decision making process; - Expertise within team to assess choices and inform management briefings / options appraisal; - Advocacy by Director Public Health (DPH) with national bodies;	4	4	16	- Political escalation; - Corporate responsibility; - Service & budget planning - Utilise partnership approach - Explore alternative treatment/therapy options	3	4	12		Ivan Browne	15.01.2020
22. Public Health - Budget Restrictions - Commissioning Reduced budget for services impacts on financial viability to potential 3rd party contractors who may deem may package to be unsustainable.	- Loss of existing contractors unable to fulfil contracts within reducing financial envelope; - May not be attractive to new providers during tenders; risk of failed procurement - Loss of service provision; - Impact on community who require service; - Impact on NHS as demand increases for other services; - Decreased morale; - Reputational damage to LCC	- Bespoke procurement methods; - Briefing of lead members to highlight potential risks and consequences; - Internal decision making process; - Expertise within team to assess choices and inform management briefings / options appraisal; - Advocacy by Director Public Health (DPH) with national bodies; - Provider negotiations; - Working with internal departments (legal / procurement / contract management/ finance)	4	4	16	- Continue with existing controls; - Explore joint commissioning (internal with LCC, and external with county and regionally) - Implement management of change processes - Accept new and novel approaches to commissioning including encouraging consortium applications	4	3	12		Ivan Browne	15.01.2020
23. Public Health - Technology Systems / technology not fit for purpose to support services and commercial objectives, lack of IT knowledge.	- Inability to achieve savings targets; - Service delivery remains static or not effective - Reduced morale of staff seeking organisational development and progress - Reputational damage - Lack of system integration - Customer dissatisfaction - Loss of income - Legal challenges - impact on customers and loss of income	- Realistic business plans and objectives set based on current technology capabilities - Project team involvement in new system deployment which impacts on service delivery - Communications with service users to manage expectations - Discussions with IT to understand potential development opportunities for systems in future - Working with IT to ensure sufficient testing of new system takes place; - Scrutiny of current systems to review concerns - SS Data Project Officer in place/ new tender for software provider undertaken	4	4	16	- Project group with IT to establish problems / limitations of current systems and review options on market as solutions - Ensure adequate engagement of CCG/ HIS to ensure systems run as effectively as possible	3	3	9		Ivan Browne	01.01.2020

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problem – what could go wrong			(See Scoring Table)				(See Scoring Table)					
			Impact	Likelihood	Risk		Impact	Likelihood	Risk			
<p>24. Budget Restrictions - Funding Ongoing austerity for Public Sector requires changes to service delivery to comply with available budget, continued reductions could force termination of services to ensure priority services remain available. Capital Costs increase beyond the approved budget creates service budget problems</p>	<ul style="list-style-type: none"> - Change in service provision; - Decreased / ceased service /user contact; - Decreased / ceased service effectiveness; - Reputational damage; - Increased demand on other public services (primary / secondary health care / Social Care / Leisure Centres); - Risk of missing safeguarding issues; - Impact on council statutory duties - Judicial review - Central government intervention - continued decline in condition of leisure centres/negative impact on customers and income - unable to deliver leisure centre capital programme due to unaffordability 	<ul style="list-style-type: none"> - PH Return to Central Government (Return On Investment (ROI)) - Staffing restructure - Employing new commissioning and delivery model for key services - Invest to save opportunities explored - Internal briefings / decision making process - Political oversight - Articulating associated risks; through spending review process - Scrutiny - Clinical Governance Process in place - Monitoring to identify adverse effects - Maintenance Plans with EBS - Leisure Centre Capital Programme Revised Business Case - Alliance Leisure appointed via National Leisure Framework 	3	5	15	<ul style="list-style-type: none"> - Continue with existing controls - Secure additional revenue e.g. income generation through commercial opportunities - Continue to explore a variety of potential local and national funding opportunities including commercial, government, academic, grant funding - Utilise in kind support/asset sharing where possible - Cross organisational opportunity review of priorities and resources - Further ROI Business Cases to fund capital improvement/improve income and customer experience 	2	5	10		Ivan Browne	15.01.2010
<p>25. Public Health - Public Health - Contract Management Dilution of resources within Contract Management Service appear to impact on Public Health specific support for all elements of contract management</p>	<ul style="list-style-type: none"> - Delay in process leads to delay delivering identified actions - Current assurance practices are not sufficiently robust - Service delivery impact - Negative impact on service user - Reputational damage - Impact on PH team capacity 	<ul style="list-style-type: none"> - Management through performance review group - Concern escalations - Service ownership / involvement in contract meetings 	3	5	15	<ul style="list-style-type: none"> - Development of SLA ongoing provider/client satisfaction feedback - liaising with new contract managers to fully understand PH services - Awaiting DMT decision on further actions 	2	2	4		Ivan Browne	15.01.2010