

Appendix 4 - Leicester City Council																	
Risk Register Owner: Alison Greenhill, COO						Risks as at: 30/09/2021											
RISK	CONSEQUENCE/EFFECT:	EXISTING ACTIONS/CONTROLS	RISK SCORE			RESPONSE STRATEGY / ACTION	FURTHER MANAGEMENT ACTIONS/CONTROLS	TARGET SCORE			COST	RISK OWNER	TARGET DATE				
<i>What is the problem; what is the cause; what could go wrong? What is it that will prevent you from achieving your objectives?</i>	<i>What would occur as a result, how much of a problem would it be, to whom and why?</i>	<i>What are you doing to manage this risk now?</i>	Impact	Probability	Risk	<i>Select from the 4T's (see Process worksheet for definitions and further guidance): Tolerate, Treat, Transfer, Terminate</i>		Impact	Probability	Risk							
STRATEGIC AREA - City Development and Neighbourhoods																	
1. Estates and Buildings Services - The existing PAN1266 contract has expired on 31/8/2021. The new PAN 1700 contract is not in place yet and therefore we are not in contract with anyone for reactive repairs and maintenance.	- Possibility of contractors refusing works as we are not in contract and also they do not have to honour the prices within the expired contract and could charge whatever they feel suitable with the ever increasing material prices.	- The contract team have applied for an extension of our existing contracts with our incumbent suppliers to mitigate this risk. LOTS 1a, 1b and Lot 4 have already been awarded, therefore no risk.	5	4	20	Treat	- Confirmation of clarification of post moderation in hand and ongoing for 'lots' not awarded. - Lot 7 to be removed from the PAN1700 as no complaint bids received.	4	2	8			Matt Wallace	31.01.2022 Ongoing			
2. Estates and Buildings Services - Sustainability - Energy inefficient property assets adversely affecting LCC carbon reduction targets.	- Net zero carbon ambition not met. Global heating not contained within scientific targets. Reputational damage.	- Inclusion of Sustainability Impact Assessment on each project. Work with sustainability colleagues to ensure consideration. - CLL expenditure is directed towards environmental improvements. - Salix funding gained to improve efficiency of portfolio and capital programme in place.	4	4	16	Treat	- Salix programme of £25m being invested in 55 schools 5 leisure centres and 32 other sites to decarbonise them. - Officer appointed to deliver programme for decarbonisation of operational estate (buildings and operations) - Programme of energy surveys being commissioned.	3	4	12			Matt Wallace	31.01.2022 Ongoing			
3. Estates and Buildings Services - Sustainability - Climate change/Net Zero failure to deliver on ambition of Net Zero targets due to insufficient council investment funding and inability to attract external funding.	- Reputational damage and loss of confidence in organisation by local and national stakeholders.	- Governance arrangements in place via the Climate Emergency Action Plan, which has gained sponsorship by the COO. - Corporate climate Board meeting quarterly. - Commissioning Roadmaps to give level of investment and timescales.	4	4	16	Treat	- Funding tracker developed to manage monitoring of available funding schemes with resources in place to write and submit bids.	3	4	12			Matt Wallace	31.01.2022 Ongoing			
4. Estates and Buildings Services - Sustainability - Lack of understanding or appropriate knowledge including climate change impact and the expectations and perceptions of stakeholders	- Overall Climate Emergency targets not met.	- Continued quality dialogue with stakeholders to manage those expectations focussing on documented impacts of climate change.	4	4	16	Treat	- Clear communications on methods of calculating benefits of carbon reduction for accurate comparison. - Climate Emergency partnership proposals under development and workshop held with key city stakeholders.	3	4	12			Matt Wallace	31.01.2022 Ongoing			
5. Estates and Buildings Services - People: New ways of working - potential impact of staff working from home increasing LCC carbon footprint (Scope 1 emissions).	- Net zero carbon ambition not met. Global heating not contained within scientific targets. Reputational damage	- Under development	4	4	16	Treat	- Under development	3	4	12			Matt Wallace	31.01.2022 Ongoing			
6. Neighbourhood and Environmental Services Ash Dieback - Epidemic of Ash Trees Caused by an introduced pathogen that most local ash trees are unlikely to have resistance to. It is anticipated that up to 95% of the tens of thousands of ash trees in the city will die. Perhaps 50% of the total will be the council's direct liability. Many trees are located on traffic routes or in areas of use and habitation. Dying and collapsing trees will present an injury and property damage risk, and present a hazard risk to staff during removal operations. Under normal conditions £135k per year is devoted to clearing similar problems across all species. It is anticipated this cost will multiply several times at the height of the epidemic.	- Injury to staff and residents, including highway users - Damage to property including animal injury, buildings, parked and moving vehicles, various infrastructure and parks and street furniture - Disruption to traffic routes and areas of high use during removal operations	Established teams, structures and systems will address problems in the early stages. These can be built on further as the problem starts to strain existing resources. There is no way to limit or control the establishment and spread of the pathogen as it is a windborne micro-organism. In essence management is a reactive process. Contingency sum of £100k included in Capital programme.	4	4	16	Treat	- Effective and timely reactive responses. - Future development of an Ash Die Back Action Plan, once level of spread of disease more known. And further Capital bid to be developed for 2023/24.	4	4	16	£100k contingency	John Leach	31.01.2022 Ongoing				

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7. Neighbourhood and Environmental Services - Lack of Adequate Resource Capacity 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. During times of change, staff are not always aware of the changes being made, resulting in confusion etc.	<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 -- Creation of temporary project roles 	4	4	16	Treat	<ul style="list-style-type: none"> - Building adequate criteria and expectations into Service Reviews. - Creating temporary project roles where relevant. - Income generation to fund service specific posts / resources. - Better use of existing internal & external resources (partnerships) - understanding impact of Covid and the increased demand on during recovery. - Waste Management structure is under review. - Create staff development opportunities linked to progression (NS). 	3	3	9				John Leach	31.01.2022 Ongoing

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8. Neighbourhood and Environmental Services - Beaumont Park Depot 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. NES awaiting confirmed direction re resolution.	<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 supported NES urgent request for appropriate action.G16 	5	3	15	Treat	<ul style="list-style-type: none"> - New site - Suitable adaptation of existing to accommodate operational practices and introduction of one way traffic system. - Capital project established and full Planning Application submitted 9 October 2019 with provisional start date 4 February 2020. - Planning approval decision received 02 April 2020 which delayed programmed start date. Vegetation clearance completed pre bird nesting, works to fully commence post Covid 19 to be completed this financial year. - New drainage scheme designed in line with Planning requirements, plans approved by Severn Trent to discharge into the surface water sewer. - Methane survey commissioned. Planning Permission approved. - Project put on hold pending review of alternative use of space. - Agreement to relocate items of stock and specialist equipment along with the bio-fuel stock pile to+J13 the IMC, pending project implementation of the Depot Transformation Board and the development to 90 LR. - This is now on hold pending decision on Levelling Up Fund for IMC, - Looking at opportunities to utilise Mowmacre Sports. - Long term part of Depot Review to close depot and transfer functions to 90 LR. 	5	3	15	£135k	John Leach/Matthew Wallace	31.01.2022 Ongoing			
9. Planning, Development and Transport - Failure to award Street Lighting and Festive Decorations contract, due to Covid-19 pressures on market suppliers and significant increases in schedule rates.	<ul style="list-style-type: none"> - Failure to award the contract would mean that we were not able to carry out our statutory duty of maintain the street lighting asset in a safe state. - The installation and erection of festive decorations would also be compromised. 	<ul style="list-style-type: none"> - Tender returns financially non-viable with serious impact on revenue maintenance budget 	5	5	25	Treat	<ul style="list-style-type: none"> - Tender returns proved financial non-viable. - Business case established to bring service in-house. - Decision to be confirmed, nut preparations underway. - Expected to realise operational efficiencies long term and savings. 	2	3	6		Andrew L Smith	31.01.2022 Ongoing			

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10. Planning, Development and Transport - Highways & Transport Services Covid19 Impacts		- Service suspensions, unforeseen expenditure, reduced income, fee recovery, staff safety, public safety, programme delivery, availability of resources.		- Business continuity plans		4	4	16	Tolerate/Treat	- RAMS undertaken for activities. Financial impacts assessed and mitigation measures in place with finance. - Ongoing monitoring in place. Works have been reprogrammed and resourcing implications assessed.		3	4	12			Andrew L Smith		31.01.2022 Ongoing	
11. Tourism, Culture & Investment - COVID-19 restrictions impact on viability of businesses in the short, medium and long term.		- Vacancy rate increases and appeal of city centre is reduced. Lack of visitor confidence leads to low footfall. - Business failure		- Support provided to LCC to get Govt business grant funding claims paid to eligible businesses who either receive SBRR or are in the retail, leisure and hospitality sectors. - City Centre Director is a member of the LLEP Business Growth economic cell. - City centre recovery partnership established with BID Leicester. - LCC leading on economic recovery plans for Leicester. - ERDF Opening High Street grant funding supporting all sectors in city centre and neighbourhoods		4	4	16	Treat	- Reopening Leicester multi-agency group chaired by LCC in place with NTE and Comms cells. - Place marketing plan with additional funding being presented to CM and Exec for approval to promote the place, tourism and inward investment when the time is right in the Covid climate to do so. - Additional lockdown grant and discretionary grants paid out mid Sept to help businesses, especially those who have received previous grant help. - LLEP recovery strategy drafted. - LCC recovery plan written		3	3	9	BID funding and reviewing support from LCC funds and LLEP Growth Fund		Mike Dalzell		31.01.2022 Ongoing	
12. Tourism, Culture and Investment - De Montfort Hall: Covid-19 UPDATE: Unable to trade due to govt lockdown. Inability to maintain income to achieve planned financial outturn due to lack of audience, unavailability of shows, unpopular shows, market conditions.		- Income targets not achieved with consequential overspend against revenue budget or unrealistic reduction in revenue budget. - Income targets not achieved. Additional cost of operation to LCC. - Loss of cultural activity for city residents.		- Maintain range of programming and income to achieve financial and KPI targets.		3	5	15	Treat	- Reassure ref Covid measures in place. - Retain or improve marketing spend where possible.		2	5	10			Mike Dalzell		31.01.2022 Ongoing	
STRATEGIC AREA - Corporate Resources & Support																				
13. Delivery, Communications and Political Governance - Cyber Security Increasing profile and expertise to circumvent established defences increase vulnerability of LCC data.		- 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		- 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 - Maintain clear Major incident Management processes - Understand RPO and RTO capability for recovering critical systems - Appointed Security Operations Centre Lead to review and respond to threat intelligence - Achieved Cyber Essentials and cyber essentials plus accreditation - Undertaking Cyber Security Gap Analysis in light of increased flexible and mobile working		4	5	20	Treat	- Implement new Technology solutions to address increasing threat during crisis e.g. COVID-19 - Enhance Cloud Security - Continued Staff awareness training etc.. - Maintain Cyber Essentials Compliance - Review end point security tools - Respond to the new threat from Ransomware which attacks and compromises backup data		4	5	20			Miranda Canon		31.01.2022 Ongoing	

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14. Delivery, Communications and Political Governance On-Going Global supply Chain issues Global shortage of semiconductor components impacting technology supply chain.		- Unable to support New Ways of Working - Unable to provide devices in response to breakages and new demand			- Constrain supply by utilising desktops and office space - Look for low-spec, refurbished devices to use with VDI - Utilisation of manufacturer of remanufactured devices and initial orders of laptops already received			4			4			16			Treat			- Consider cloud options			3		4		12		Miranda Cannon		31.01.2022 Ongoing	
15. Finance - Financial Challenges The Council fails to respond adequately to the future funding outlook. 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'. Covid has compounded the problem.		- Crisis cuts, made in a hurry. Lasting impact on services.			- Budget balanced in 21/22. This was a stop gap budget using reserves. Process now in train for longer term review.			5			4			20			Treat			- Substantial budget review started			5		3		15		Alison Greenhill		31.01.2022 Ongoing	
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.		- 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			- 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. - Improved use of technology e.g. Electronic Signatures/Virtual Hearings.			4			4			16			Treat			- Review of practices. - Increase comms program/training and awareness of current practices (deadlines with project plan).			4		3		12		Kamal Adatia		31.01.2022 Ongoing	
STRATEGIC AREA - Social Care and Education																																
17. Children's Social Care and Early Help - Budget Loss and / or reduction of services to achieve budget savings		- 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			- Strategic Oversight and clear governance arrangements in place; - SCE LTM oversees all budget reduction projects.			5			3			15			Treat			- Star Chamber oversight regarding saving reductions and undeliverable savings.			5		3		15		Caroline Tote		31.01.2022 Ongoing	

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18. Commissioning and Performance - Insufficient Places for Infants There are insufficient places for 2, 3, and 4 year olds to meet demand as nurseries are no longer financially viable following Covid19 lockdown and reduced capacity. Risk is heightened due to local lockdown and providers not being able to offer a full range of holiday provision.	- Parents are unable to find appropriate places for their under-5s and cannot return to work. - Childcare sufficiency is a statutory duty and could lead to poor judgements being made on the council	- Continual review of the situation both prior and during the pandemic. - Officers have undertaken an audit to determine the likelihood of settings remaining closed or under financial risk. - Identifying which settings are at highest risk and appropriate criteria for additional funding.	3	5	15	Treat	- Provide business support to providers and encourage remodelling of services in order to respond to changes in demand brought about by Covid recovery. - Undertake strategic work across services and partners to promote the take up of funded early education entitlements.	3	3	9				Sue Welford	31.01.2022 Ongoing		
STRATEGIC AREA - Public Health																	
19. Budget Restrictions 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. This may be exacerbated by the pandemic in the medium term when secondary impacts emerge. Increasing financial pressures across the authority contribute to the likelihood that increased level of reserves and funding are taken away from PH budget to support general council budget pressures following COVID 19 Uncertainty over non-recurrent or unconfirmed recurrent funding leads to reduced delivery and higher probability of project failure. Long term sustainability of initiatives is brought into question meaning economies of scale or efficiencies derived from long term planning cannot be capitalised on Increased demand for public health services in response to COVID 19 (possibly sustained by emerging variants of concern), coupled with potential increases in non-Covid related health areas resulting from the pandemic create resource / capacity strain. Capital Costs increase beyond the approved budget coupled with reduction in income due to phased re-opening of leisure centres creates service budget problems for Sports Services.	- Change in service provision - Lack of services / resources to meet COVID 19 response and recovery programme - Lack of resources to deal with emerging Public health emergencies - Decreased / ceased service / user contact and / or service effectiveness - Reputational damage - Increased demand on other public services (primary / secondary health care / Social Care / Leisure Centres) leading to knock on stress to other council services and budgets; - Risk of missing safeguarding issues impacting on council statutory duties; - Judicial review & Central government intervention - Unable to deliver leisure centre capital programme due to unaffordability, continued decline in condition of leisure centres results in negative impact on customers and income - Inability to recover income and membership levels due to significant level of customers transferring to local competition.	- PH Return to Central Government (Return On Investment (ROI)); - Staffing restructure and continual review of needs ongoing - Employing new commissioning, monitoring, and delivery model for key services to streamline and identify adverse effects - Invest to save opportunities explored - Bids for funding being written and submitted across the team as opportunities arise. - Internal briefings / decision making process / political oversight / scrutiny - COMF funding supporting budget impact of Track and Trace team - Identifying and articulating associated risks through spending review process, - Clinical Governance Process in place - Maintenance Plans with EBS - Corporate funding bids for Leisure Centre Capital Programme ongoing - Customer retention plans and actions put in place to reduce subscription cancellations from customers unable to use leisure centre services which would impact income generation - Strong service / programme planning to cover possible funding scenarios, allowing for adaptations to be made at pace.	4	5	20	Treat / Tolerate	- 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 - Continue ROI Business Cases to fund capital improvement/improve income and customer experience - Explore use of LCC volunteer pool to engage in PH initiatives - Business case to outline justification and need for ringfencing PH reserves to mitigate / respond to any further PH emergencies, and to deal with longer term impacts of Covid 19 as they arise. - Investigate building an external funding strategy / toolkit in order to aid and encourage bid creation and consistency - Easing of restrictions will allow all leisure centres to open fully from 18th October 2021.	3	5	15				Ivan Browne	31.01.2022 Ongoing		
20. External Influences External national imperatives without associated budget introduced which will impact on local delivery Brexit / Covid related pressures increases prices or reduces availability of IT stock / services / logistics / medicines within the supply chain which translate to increased delivery / contract for services or programmes or logistical difficulties to 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 - Call on PH reserves - Staff are unable to be supplied with appropriate IT equipment leading to reduced efficacy and wasted capacity	- Internal governance, decision making processes, and budgetary oversight leveraging expertise within team to assess choices and inform management briefings / options appraisal; - Advocacy by the Director of Public Health (DPH) with national bodies; - Strong engagement with national partners to aid horizon scanning and early signposting of potential issues - Good relationships with peers in other organisations are maintained as a matter of course to aid communication and working efficiencies	4	4	16	Treat	- Political escalation; - Corporate responsibility; - Service & budget planning - Continue to utilise partnership approach - Explore alternative treatment/therapy options - Safeguard PH reserves in order to preserve ability to provide adequate response without significant detriment to corporate purse - Continued monitoring of medical landscape, and updates to guidance and clinical standards	3	4	12				Ivan Browne	31.01.2022 Ongoing		

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<p>21. Commissioning Reduced budget for services impacts on financial viability to suppliers who may deem package to be unsustainable. Providers could become unsustainable following Covid 19 without an uplift or adjustment to the funding received from PH. Future re-commissioning efforts may be hampered by reduced budgets making the tender unattractive to potential suppliers.</p> <p>Re-tenders are at risk of complication or failure from tight budgets and external factors such as redundancy or TUPE costs making the services unviable at current budget levels.</p> <p>Services commissioned on activity based contracts are difficult to predict in times of uncertainty and risk under / over provision each of which come with financial and logistical challenges and risks.</p> <p>Partner organisations are restructured or undergo a change in policy. This may result in changes which negatively impact our work / agreements or ability of supplier to deliver services i.e. County decide to withdraw from joint commissioning agreements or returning to an activity based payment system before the supplier / context is healthy enough to support it</p>	<ul style="list-style-type: none"> - The re-commissioning of services is negatively impacted making retendering both more expensive and more complex with a larger chance of failure - Loss of existing contractors unable to fulfil contracts within reducing financial envelope; - Providers close down due to lack of funding required to keep services open - Our offer may not be attractive to new providers during tenders; risk of failed procurement or lack of competition leading to sub-standard delivery - Loss of service provision and impact on community who require service; - Impact on NHS as demand increases for other services; - Decreased morale and reputational damage to LCC - Funding gap leads to programmes needing to be terminated - Underspend result from reduced activity that do not reflect underlying / actual budget pressures that will resume when pre-existing baseline is re-established. Budget is reduced or removed based on lower activity costs creating business critical issues when this occurs. 	<ul style="list-style-type: none"> - Bespoke procurement methods and robust internal governance - Timely briefing of lead members to highlight potential risks and consequences - Expertise within team to assess choices and inform management briefings / options appraisal - Advocacy by Director Public Health (DPH) with national bodies - Provider negotiations - providers have continued to be paid regardless of performance due to the pandemic to ensure the suppliers (and the wider delivery chain) stay afloat and will remain to deliver services when normal life resumes - Close working with internal departments (legal / procurement / contract management / finance) - Services jointly commissioned where possible / appropriate to increase efficiencies relating to economies of scale and cross border activity as well as available resource to mitigate issues - Relationships built and maintained with partnership organisations to retain collegiate working environment and aid flow of information. PH Consultant employed to stimulate engagement throughout and across the system. - Supplier BCP review ongoing to determine level of supplier resilience 	4	4	16	Treat/Transfer	<ul style="list-style-type: none"> - Continue with existing controls; - Continue to joint commission where appropriate (internal with LCC, and external with county and regionally) - Close monitoring of emerging risk from County moving towards an independent / inhouse delivery model or returning to activity based payments to shared suppliers - Continued exploration of new and novel approaches to commissioning including encouraging consortium applications and use of section 75 - Continued monitoring and increased engagement of suppliers to pre-emptively identify potential issues - Renew Business Continuity Plans to ensure minimal service disruption in the event of supplier failure. 	4	3	12		Ivan Browne	31.01.2022 Ongoing				
<p>22. Staffing and recruitment Difficulty in securing-sufficient staff with the appropriate skills and experience to meet the immediate Public Health challenges posed by Covid 19 response and recovery. Recruitment freeze creates difficulties in recruiting Health Protection team to meet service objectives, and potential loss of in-year funding available. Public Health have been simultaneously operating a Covid response and BAU functions for 18 months, and will need to continue to do so for an indeterminate time. Risk is this sustained increased resource / capacity pressure leads to:</p> <ul style="list-style-type: none"> - the health and wellbeing of existing staff being impacted resulting in individual burnout or increased staff turnover. - negative impacts on delivery of work / strategic objectives <p>A national skill shortage in conjunction with Leicester being a challenging area in comparison to neighbouring areas creates difficulties in securing Health Visitors.</p> <p>Key staff leaving division creates deficit of skills, knowledge, key relationships and capacity, lack of resources for training, reduction in external training opportunities, particularly as more areas seek to expand their public health capacity during Covid 19. Recruitment freeze, or limits to allowed recruitment, coupled with increased traffic from pent up demand cause understaffing issues across the Sports Services offer when sites are reopened.</p>	<ul style="list-style-type: none"> - Increased demand on remaining capacity; - Loss of key specialist skills, knowledge and expertise, and working relationships that are very difficult to replace due to national shortage of skilled workers - Impact on front line service delivery or PH and SS functions - Health Protection team unable to be created leading to reduced outcomes in outbreak management and Covid 19 response - Service objectives not achieved - Staff do not gain a breadth of PH experience - Delay in advertising/filling vacant posts exacerbating capacity issues - Gap in leadership/delivery of PH functions - Impact on team morale - Lack of staff leads to inability to open / restricted opening of leisure centres, loss of income, and reputational damage - The ability of our commissioned Children's services to provide adequate safeguarding is reduced, leading to an increased risk of support needs not being identified or met. - Increased strain on existing Health Visitors leading to increased staff turnover and fatigue impacting quality of work. Serious incidents could be missed leading to personal harm to children and severe reputational damage to LCC. 	<ul style="list-style-type: none"> - Close management and oversight of individual workloads - General training opportunities and organisational development utilised - A training group has been formed to explore creation of a training framework for the team - Upskilling team - PH supporting 3x staff to undertake a Masters in Public Health - Specific courses identified and allocated to appropriate staff - Early identification of potential staffing needs / vacancies with early engagement with HR to ensure timeframes to recruit are sensible - SS Transformation Board in place and OR Plan - Capacity in Consultant team, Data, and Admin function increased - Resource identified from around LCC to support Covid-19 response, and associated training and support given - Increased team awareness at all levels of importance of self care, with support offered necessary. Ongoing team building events / exercises in place to aid wellbeing. - Recruitment concerns escalated - Commissioned children's service has introduced a skill mix framework to alleviate Health Visitor pressures whilst maintaining adequate safeguarding. - Ongoing work to make Leicester a more attractive location for Health Visitors to attract and retain skilled workers. 	4	4	16	Treat	<ul style="list-style-type: none"> - Undertake a skills audit and perform gap analysis against Public Health KSF to identify and fill key knowledge and skills gap across division - Produce a public health workforce strategy, including succession planning. Task and Finish group being set up to work on this. - Update BCP to ensure succession planning and key staff availability plan is adequate - Inclusion on forward plans for posts and building in long time scales to be considered in upcoming business plan review. - Continued monitoring of capacity needs and fixed term recruitments to mitigate issues where appropriate - Continued focus on employee wellbeing and provision of adequate support where necessary - Ongoing close monitoring of suppliers and skill / workforce concerns 	4	3	12		Ivan Browne	31.01.2022 Ongoing				

Appendix 4 - Leicester City Council													
Risk Register Owner: Alison Greenhill, COO					Risks as at: 30/09/2021								
RISK	CONSEQUENCE/EFFECT:	EXISTING ACTIONS/CONTROLS	RISK SCORE			RESPONSE STRATEGY / ACTION	FURTHER MANAGEMENT ACTIONS/CONTROLS	TARGET SCORE			COST	RISK OWNER	TARGET DATE
<i>What is the problem; what is the cause; what could go wrong? What is it that will prevent you from achieving your objectives?</i>	<i>What would occur as a result, how much of a problem would it be, to whom and why?</i>	<i>What are you doing to manage this risk now?</i>				<i>Select from the 4T's (see Process worksheet for definitions and further guidance): Tolerate, Treat, Transfer, Terminate</i>							
			Impact	Probability	Risk			Impact	Probability	Risk			
<p>23. Covid-19</p> <p>Easing of lockdown leads to increased infection rates and further local lockdowns or preventative measures needing to be enacted. If Covid activities persist without associated funding from Treasury to support this will create significant budget pressures.</p> <p>Recovery efforts are slower paced than desired leading to delivery and safeguarding issues. Variant strains emerge increasing infection / mortality rates hindering recovery efforts and require further local lockdowns or preventative measures, or a continuance of existing efforts that were projected to be tapered off. Moving in to the winter months may create further strain on healthcare systems overall.</p> <p>A secondary impact of the pandemic may be other health aspects experiencing significant increases in occurrence i.e. mental health, substance misuse, obesity, oral health that require increased resource to tackle.</p> <p>Low take up of offered services during the pandemic impacts health outcomes, widens inequalities, and reduces opportunity to create income to reduce budget pressures. Further risk that low uptake / referrals that resulted from Covid persist negatively impacting outcomes and inequalities.</p> <p>Population health and the wider determinants of health impact, and are impacted by, a broad range of activities LCC undertakes. There is an opportunity to increase the focus on the PH aspects of service area activities and aid in corporate strategy / policy discussions. By engaging more strongly with service areas that impact wider determinants and creating a 'health in all policies' culture across the Council health outcomes across the city could be significantly improved by leveraging a multiplier effect that PH could not achieve alone. Risk is that this is not supported or implemented in a timely fashion and the opportunity is lost.</p>	<p>- Further lockdown would decrease morale across the city and hinder recovery efforts</p> <p>- Negative impact on citizen health and wider PH outcomes and improvements</p> <p>- Static or widening health inequalities</p> <p>- Increased (and sustained) budgetary pressure</p> <p>- Reduced outcomes over time lead to long term budgetary and resource drain that could be reduced by small tweaks to wider LCC activities</p> <p>- Reduced influence on corporate policies and strategy, and significant potential for improvement to wider determinants not capitalised on</p>	<p>- Close monitoring of Covid 19 data and national landscape</p> <p>- Monitoring of at risk health areas to determine level of future need when pandemic subsides</p> <p>- Close relationships built and maintained with service areas around the organisation</p> <p>- Covid response budgets closely mapped and concerns escalated</p> <p>- Consultants appointed to lead on health inequalities and system wide engagement, and health protection / Covid 19 response</p> <p>- Sustained messaging reiterating the importance of following the national guidance to increase awareness</p>	4	4	16	Treat	<p>- Continue with existing controls</p> <p>- Capacity is being added to the team to increase corporate engagement</p> <p>- Ongoing assessment of priority areas to continually determine needs and enable a timely data driven response</p>	3	3	9		Ivan Browne	31.01.2022 Ongoing