

Appendix 2

LCC Operational Risk Exposure Summary as of 31st January 2025

STRATEGIC AREA – CITY DEVELOPMENTS AND NEIGHBOURHOODS

Risk Ref (as per ORR)	Risk Theme / Category	Link to Strategi c Risk	Risk	Risk Owner	I	L	Current Risk Score	I	L	Target Risk Score	Target/ Review Date	Risk score at 30/09/24	Variance
3.	ECONOMIC ENVIRONMENT AL	SRR 2.3 SRR 5.1	Neighbourhood and Environmental Services – Ash Dieback – Epidemic of Ash Trees.	SA	4	4	16	4	4	16	Ongoing 31/05/2025	16	↔
1.	POLITICAL & LEGAL ECONOMIC	SRR 1.1 SRR 2.1 SRR 2.2 SRR 2.3	Housing – Budget Pressures - Increase in inflationary pressures have led to increasing pressures on the HRA and the Housing GF.	CB	4	4	16	4	3	12	Ongoing 31/05/2025	16	↔
2.	POLITICAL & LEGAL ECONOMIC SOCIO- CULTURAL	SRR 1.1 SRR 2.1 SRR 2.2 SRR 3.1 SRR 3.2	Housing - Homelessness Ongoing pressure and risks associated to statutory homeless responsibilities, exaggerated by cost of living crisis, housing crisis, asylum pressures, budget pressures, state of PRS, low LCC stock and high waiting times.	CB	4	4	16	3	4	12	Ongoing 31/05/2025	16	↔
4.	POLITICAL ECONOMIC SOCIO- CULTURAL	SRR 1.2 SRR 2.3 SRR 3.5	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	Planning Permission 2026.	16	↔

5.	ECONOMIC	SRR 2.3	Neighbourhood and Environmental Services – Age and Condition of Specific Leisure Centres Impact and Implications.	SA	4	4	16	4	3	12	Ongoing 31/05/2025	16	↔
7.	ECONOMIC	SRR 2.2	Planning, Development and Transport - Failure or delayed delivery of development outcomes, including infrastructure – Ashton Green.	ALS	4	4	16	3	4	12	Ongoing 31/05/2025	16	↔
8.	ECONOMIC	SRR 2.1	Planning, Development and Transport - Difficulty in securing suitable contractors.	ALS	4	4	16	3	4	12	Ongoing 31/05/2025	16	↔
9.	ECONOMIC	SRR 2.2	Planning, Development and Transport - Recruitment and Retention of staff to deliver key projects, programmes and strategies.	ALS	4	4	16	3	4	12	Ongoing 31/05/2025	16	↔
6.	ECONOMIC	SRR 2.3	Neighbourhood and Environmental Services - Budget Reductions - Reduction in service areas funding from grants, statutory partners and City Council and reduction in traditional income streams - insufficient funding for services to operate effectively.	SA	4	4	16	3	3	9	Ongoing 31/05/2025	16	↔
10.	POLTICAL SOCIO- CULTURAL LEGAL	SRR 1.2 SRR 3.5 SRR 1.1	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	ALS	5	3	15	5	2	10	Ongoing 31/05/2025	15	↔

			incorporating hostile vehicle mitigation measures.										
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STRATEGIC AREA – CORPORATE RESOURCES AND SUPPORT

11.	TECHNOLOGICAL	SRR 4.1 SRR 4.3	Corporate Services – Loss of Key Divisional IT Systems / Data Compromised.	AS	4	5	20	4	4	16	Ongoing 31/05/2025	20	↔
12.	ECONOMIC	SRR 2.2	Corporate Services – Shortages in terms of staff capacity/key skills.	AS	4	5	20	3	5	15	Ongoing 31/05/2025	20	↔
13.	TECHNOLOGICAL	SRR 4.1	Corporate Services – Cyber Security - Increasing profile and expertise of threat actors such that they are able to circumvent established defences and which therefore increases the vulnerability of LCC systems and data.	AS	4	5	20	3	4	12	Ongoing 31/05/2025	20	↔
14.	ECONOMIC	SRR 2.3	Corporate Services – Loss of Income Opportunities.	AS	4	4	16	4	3	12	Ongoing 31/05/2025	16	↔
19.	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	Ongoing 31/05/2025	16	↔
15.	ECONOMIC	SRR 2.3	Corporate Services - Ongoing Budget Pressures and Savings Impacting on Service Delivery.	AS	4	4	16	3	3	9	Ongoing 31/05/2025	16	↔
16.	ECONOMIC	SRR 2.3	Corporate Services – Technology Costs.	AS	5	3	15	4	3	12	Ongoing 31/05/2025	15	↔
17.	LEGAL	SRR 1.1	Corporate Services – Impacts arising from Future Legislation ‘Martyn’s Law’ - Council is unprepared to respond to the	AS	5	3	15	5	2	10	Ongoing 31/05/2025	15	↔

			potential requirements of forthcoming legislation related to counter-terrorism and therefore fails in the duty to protect people.										
18.	TECHNOLOGICAL	SRR 4.1	Finance - Lack of critical skills, resources & capabilities BCP not fit for purpose if total or partial loss of key IT systems occurs at the same time.	AO	5	3	15	5	1	5	Ongoing 31/03/2025	15	↔

STRATEGIC AREA – SOCIAL CARE AND EDUCATION

20.	ECONOMIC	SRR 2.2	Children's Social Care, Community Safety and Prevention – Workforce availability – Diminishing availability of experienced skilled social workers.	DE	4	4	16	4	3	12	Ongoing, December 2025 review	16	↔
21.	SOCIO-CULTURAL	SRR 3.3	Education, SEND and Early Help - School collapses due to Reinforced Autoclaved Aerated Concrete failure.	SM	4	4	16	3	3	9	Spring 2025 review	16	↔
22.	SOCIO-CULTURAL	SRR 3.4	Education, SEND and Early Help – External pressures from migration and Government policies for asylum seeker and refugee placements within the city has added significant in-year migration pressure on primary and secondary school places.	SM	4	4	16	3	3	9	Monthly monitoring of demand	16	↔
23.	POLITICAL & LEGAL ECONOMICAL	SRR 1.1 SRR 1.2 SRR 2.3	Education, SEND and Early Help – Impact of post-16 SEND transport policy implementation following consultation and decision making	SM	4	4	16	4	2	8	September 2025		

STRATEGIC AREA – PUBLIC HEALTH

24.	ECONOMIC	SRR 2.3	Wider Economy and Supply Chain - Brexit / Covid related pressures increases prices or reduces availability of IT stock / services / logistics / medicines etc within the supply chain.	RH	5	4	20	4	4	16	19 March 2025 review	20	↔
25.	ECONOMIC	SRR 2.2	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.	RH	5	4	20	5	3	15	19 March 2025 review	20	↔
26.	TECHNOLOGICAL	SRR 4.1	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	5	20	5	3	15	19 March 2025 review	16	↑
27.	ECONOMIC	SRR 2.3	Budget - Changes to service delivery to operate within increasingly tight financial envelopes and increased savings targets.	RH	4	4	16	4	3	12	19 March 2025 review	25	↓
28.	ECONOMIC	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	RH	4	4	16	4	3	12	19 March 2025 review	16	↔

			a lack of bids reducing competition or tender failing altogether.										
29.	POLITICAL	SRR 1.1	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	19 March 2025 review.	16	↔
30.	ECONOMIC	SRR 2.2	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 and experience.	RH	4	4	16	4	3	12	19 March 2025 review.	16	↔
31.	SOCIO-CULTURAL	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	19 March 2025 review.	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	KA	-	Kamal Adatia
AO	-	Amy Oliver	KG	-	Kate Galoppi
AS	-	Andrew Shilliam	RH	-	Rob Howard
CB	-	Chris Burgin	SA	-	Sean Atterbury
DE	-	Damian Elcock	SM	-	Sophie Maltby