

Appendix 2

LCC Operational Risk Exposure Summary as of 30th September 2025

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 / Review Date	Risk Score at 31/05/25	Variance
STRATEGIC AREA – CITY DEVELOPMENTS AND NEIGHBOURHOODS													
3	ENVIRONMENTAL / ECONOMIC	SRR 5.1 SRR 2.3	Neighbourhood and Environmental Services - Epidemic of Ash Trees Caused by an introduced pathogen that most local ash trees are unlikely to have resistance to.	Sean Atterbury	4	4	16	4	3	12	Ongoing 31/01/2026	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 Housing Revenue Account and the Housing General Fund.	Chris Burgin	4	4	16	4	3	12	Ongoing 31/01/2026	16	↔
2	ECONOMIC SOCIO-CULTURAL POLITICAL & LEGAL	SRR 2.1 SRR 2.2 SRR 3.1 SRR 3.2 SRR 1.1	Housing - Homelessness - summary 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.	Chris Burgin	4	4	16	3	4	12	Ongoing 31/01/2026	16	↔
4	SOCIO-CULTURAL POLITICAL / ECONOMIC	SRR 3.5 SRR 1.2 SRR 2.3	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.	Sean Atterbury	4	4	16	4	3	12	Planning permission 2026	16	↔
5	ECONOMIC	SRR 2.3	Neighbourhood and Environmental Services - Age and Condition of Infrastructure and assets Limitation to the ability to afford capital and leverage to potential borrowing this is likely to limit the ability to undertake critical end of life replacement.	Sean Atterbury	4	4	16	4	3	12	Ongoing 31/01/2026	16	↔
7	ECONOMIC	SRR 2.2	Planning Development and Transport - Recruitment and Retention of staff to deliver key projects, programmes and strategies.	Andrew L Smith	4	4	16	3	4	12	Ongoing 31/01/2026	16	↔
8	ECONOMIC	SRR 2.1	Planning Development and Transport - Difficulty in securing suitable contractors. Managing compliance with new Procurement Regulations constraints and timelines.	Andrew L Smith	4	4	16	3	4	12	Ongoing 31/01/2026	16	↔
6	ECONOMIC	SRR 2.3	Neighbourhood and Environmental Services - Budgets Insufficient funding for services to operate effectively.	Sean Atterbury	4	4	16	3	3	9	Ongoing 31/01/2026	16	↔

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9	POLITICAL SOCIO-CULTURAL LEGAL	SRR 1.2 SRR 3.5	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.	Andrew L Smith	5	3	15	5	2	10	Ongoing 31/01/2026	15	↔
10	POLITICAL		Planning Development and Transport - Change in county council politics - new Reform UK minority cabinet have yet to outline key policies or approaches; large amount of work is cross-boundary, delivered in partnership, or relies upon tools and contracts that have been established and shared between the authorities.	Andrew L Smith	5	3	15				Ongoing 31/01/2026	15	↔

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STRATEGIC AREA – CORPORATE SERVICES													
11	TECHNOLOGICAL	SRR 4.1 SRR 4.3	Corporate Services - Loss of Key Divisional IT Systems / Data Compromised Failure of a critical IT system or cyber attack	Andrew Shilliam	4	5	20	4	4	16	Ongoing, 31/01/2026 review	20	↔
12	ECONOMIC	SRR 2.2	Corporate Services - Shortages in terms of staff, capacity, key skills and knowledge Capacity - HR and DDaT teams specifically experiencing capacity challenges because of organisational support demands, loss of key personnel because of retirement mainly, and because of internal movement to other roles.	Andrew Shilliam	4	5	20	3	5	15	Ongoing, 31/07/2026 review	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.	Andrew Shilliam	4	5	20	3	4	12	Ongoing, 31/01/2026 review	20	↔
14	ECONOMIC	SRR 2.3	Corporate Services - Loss of Income Opportunities Commercial arrangements such as trading with schools are lost due to heightened market competition, rising costs and therefore increased prices, and due to a lack of staff resources and expertise to undertake marketing and business development.	Andrew Shilliam	4	4	16	4	3	12	Ongoing, 31/01/2026 review	16	↔
19	POLITICAL	SRR 1.2	Legal - Workloads & Pressure - Client Care Services within the Council are stretched with increased demands and pressures.	Kamal Adatia	4	4	16	4	3	12	Ongoing 31/01/2026	16	↔
15	ECONOMIC	SRR 2.3	Corporate Services - Ongoing Budget Pressures and Savings Impacting on Service Delivery Division unable to meet future level of savings required.	Andrew Shilliam	4	4	16	3	3	9	31/01/2026 31/01/2026 31/01/2026	16	↔
16	ECONOMIC	SRR 2.3	Corporate Services - Technology Costs: Potential shortfall of IT OpEx Revenue fundings to cover increasing costs of IT licencing, support and services in light of WoW, a migration to consumption-based licencing and cloud platforms	Andrew Shilliam	5	3	15	4	3	12	Ongoing, 31/01/2026 review	15	↔
17	LEGAL	SRR 1.1	Corporate Services - 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	Andrew Shilliam	5	3	15	5	2	10	Ongoing, 31/01/2026 review	15	↔

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18	TECHNOLOGICAL	SRR 4.1	Finance - Unit 4 Finance System Implementation	Amy Oliver	5	3	15	3	2	6	01/04/27	New risk	New risk

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STRATEGIC AREA – SOCIAL CARE AND EDUCATION													
20	ECONOMIC	SRR 2.2	Children's Social Care and Community Safety - Workforce - availability Diminishing availability of experienced skilled social workers	Damian Elcock	4	4	16	4	3	12	Apr-26	16	↔
21	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	Sophie Maltby	4	4	16	4	2	8	Ongoing 31/01/2026	16	↔
STRATEGIC AREA – PUBLIC HEALTH													
22	TECHNOLOGICAL	SRR 4.1	Data LA requirements for data often not understood by external providers/national governing bodies which can cause delays in Information Sharing agreements or restrictions in data flows into public health for information required to deliver objectives.	Rob Howard	4	5	20	5	3	15	31/12/25	20	↔
23	SOCIO-CULTURAL	SRR 3.2	Health Protection Public health protection capacity is limited to a consultant lead and single infection prevention control specialist (IPC).	Rob Howard	5	4	20	4	3	12	31/12/25	20	↔
24	ECONOMIC	SRR 2.3	Budget Reductions to the Public Health Budget means operating within increasingly tight financial envelopes.	Rob Howard	4	4	16	4	3	12	31/12/25	16	↔
25	ECONOMIC	SRR 2.2	Staffing and recruitment - Internal A key risk here is retention of Consultant in Public Health staff.	Rob Howard	4	4	16	4	3	12	31/12/25	16	↔
26	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.	Rob Howard	4	4	16	4	3	12	31/12/25	16	↔
27	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 a lack of bids reducing competition or tender failing altogether.	Rob Howard	4	4	16	4	2	8	31/12/25	16	↔