
Strategic and Operational Risk Registers

Governance and Audit Committee

Date of meeting: 16th March 2026

Decision to be taken on: N/A

Andrew Shilliam, Director of Corporate Services

Useful information

- Ward(s) affected: All
- Report author: Sonal Devani, Corporate Risk Management & Business Continuity Manager
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- Report version number: 1.0

1. SUMMARY

This report presents the following:

- The refreshed **Strategic Risk Register (SRR)** – no significant changes but improved links to Operational Risks.
 - The refreshed **Operational Risk Register (ORR)** and that there are 4 new risks appearing, being:
 - Adopting new technologies and unknown impacts
 - Data loss
 - Impacts from LGR

Corporate Services
 - Impacts from market sustainability – *Tourism, Culture & Inward Investment*.
 - 1 ORR risk has increased from 16 to 20, being Workforce availability - Children's Social Work and Early Help
 - No risks removed from ORR
- A refreshed approach to presenting information relating to these risks – Appendix 1

2. RECOMMENDED ACTIONS/DECISIONS

- 2.1 To note the SRR and ORR, and in particular any updates made to the strategic and operational risks.

3. SCRUTINY / STAKEHOLDER ENGAGEMENT

- 3.1 All Strategic and Divisional Directors were consulted to provide updated risk registers at both Strategic and Divisional level (which in turn feeds the Operational Risk Register). These updates inform the content of this report, and the updates made to the SRR and ORR.

4. STRATEGIC AND OPERATIONAL RISK REPORTING AND UPDATE

Reporting Framework and Policy

- 4.1. The Risk Management Policy Statement and Strategy 2026 directs the development, maintenance and monitoring of both the SRR and ORR. All strategic and operational risks are reviewed on a 4-monthly basis and presented to CMT and

Executive Board. Governance and Audit Committee are updated on a 6-monthly basis.

- 4.2. Strategic risks are those that may affect the Council's ability to achieve its strategic objectives. They are captured in our Strategic Risk Register (SRR) and linked to operational risks.
- 4.3. The PESTLE (Political, Economic, Social, Technological, Legal and Environmental) framework is used to categorise strategic risks, although in LCC, *Political* and *Legal* factors are combined.
- 4.4. Appx 1 provides a summary of the SRR and contains context, links to operational risks, changes from previous ratings and an overview of risk response. Strategic risks are often owned by more than one strategic officer as they impact across multiple divisional areas and are linked to numerous operational links.
- 4.5. Operational risks are those HIGH risks associated with operational service delivery i.e. the day-to-day operations, processes, activities of service areas. These are contained in the ORR, which are taken directly from the high scoring (15-25) risks on Divisional Risk Registers and listed in order of risk rating (high to low) within strategic functional groupings.
- 4.6. Appx 2 provides a summary of the ORR and Appx 3 shows the full ORR including details of risk controls, actions and date added to the ORR.
- 4.7. Divisional risks are those identified at the level of a division or service within the Council and linked to that division's objectives, service delivery and day-to-day functions. They are captured in our Divisional Risk Registers (DRRs). Those risks rated as HIGH then appear on the ORR. Divisional Risks should be regularly reported to Executive Leads at Lead Member Briefings but only those that appear on the ORR are reported to CMB and Governance & Audit Committee.

Strategic Risk Register Update

- 4.8. There remain 14 risks on the SRR. No new strategic risks have been identified, and the risk scores have remained the same.
- 4.9. Due to the nature of strategic risks, there is often limited opportunity for LCC to influence the *likelihood*, so whilst controls and actions to manage the status quo or reduce *impact* are more achievable, we believe that scope to reduce overall risk rating changes is limited. This has also prompted a change in response category to some risks of TOLERATE as well as TREAT.
- 4.10. Strategic Risk 2.3 - Economic – Financial Sustainability remains and is linked to 12 risks on the ORR illustrating the wide-ranging nature of strategic risks and the requirement for cross-divisional assessments regarding Impact rating and multiple risk owners (including input into Risk Control Action Plans).
- 4.11. The next most linked strategic risk is 2.2 Economic - Lack of critical skills, resources and capabilities across the workforce, which is linked to 6 operational risks.

4.12. The strategic risk matrix at Fig 1. provides an indicator of the rating of the council's strategic risks in terms of likelihood and impact. The strategic risks in red are classified as HIGH, yellow are MEDIUM and green are LOW, however as they all link to operational risks rated at HIGH, regular reviewing, monitoring and consideration for further controls remains a requirement. See Appx 1 for more details of individual risks.

Impact	5 Critical/ Catastrophic			4.1		2.3 3.1 3.4
	4 Major		1.2	3.5	2.2	1.1 3.3 4.2 5.1
	3 Moderate			4.3	2.1 3.2	
	2 Minor					
	1 Insignificant/ Negligible					
Strategic Risk Matrix		1 Very unlikely /Rare	2 Unlikely	3 Possible	4 Probable/ Likely	5 Almost Certain
		Likelihood				

Fig 1. Strategic Risks Matrix

Operational Risk Register Update

4.13. Four new risks have been added, one risk score has increased, and no risks have been deleted this reporting period.

Newly added Risks

Risk Description	Risk Score	Division
Adopting new technologies and unknown impacts	20 (I=4, L=5)	Corporate Services
Data loss	20 (I=4, L=5)	Corporate Services
Impacts from LGR	20 (I=4, L=5)	Corporate Services
Market sustainability.	16 (I=4, L=4)	Tourism, Culture and Inward Investment

Amended Score

Risk Description	Risk Score	Division
Workforce availability	20 (I=4, L=4) (increased from 16)	Children's Social Care and Community Safety

- 4.14. 16 of those operational risks have amended the controls/actions they have in place to manage them, the full details of which are available at the ORR at Appx 3.

5. Financial, legal, equalities, climate emergency and other implications

5.1 Financial implications

This report updates on the strategic and operational risks facing the Council. In most cases, the cost of treating risks will need to be accommodated within existing budgets, but the identified risks will also need to be considered as part of the annual budget setting process and through quarterly budget monitoring.

Stuart McAvoy, Head of Finance, Ext 37 4004

Signed: Stuart McAvoy

Dated: 26 February 2026

5.2 Legal implications

There are no direct legal implications arising from this report.

Kamal Adatia, City Barrister, Ext 37 1401

Signed: Kamal Adatia

Dated: 23 February 2026

5.3 Equalities implications

Under the Equality Act 2010, the Council has a Public Sector Equality Duty (PSED) to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. Protected characteristics include age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Strategic Risk Register explicitly includes risks relating to the Council's ability to meet its equality and human rights duties, and several of the strategic and operational risks would, if not effectively managed, have a disproportionate impact on people with particular protected characteristics (for example risks linked to safeguarding, workforce capacity in key frontline services, data loss, and socio-cultural/community tensions). Ensuring that these risks are identified, regularly reviewed and appropriately mitigated helps the Council to maintain services that are accessible, safe and responsive for diverse communities and to uphold its obligations under the Equality Act 2010 and the Human Rights Act 1998.

Sukhi Biring, Equalities Officer Ext 37 4175

Signed: Surinder Singh

Dated: 23 February 2026

5.4 Climate Emergency implications

The risks associated with climate change such as increased flooding, heatwaves, droughts and storm damage, their consequences and the council's management of these risks are the subject of risk '5.1 – Impacts and requirements arising from climate change' within the SRR. This allows for monitoring of the risks and consequences and the actions that are in place to control them, as well as further actions required. Further detail on the risks and impacts of climate change for the UK can be found in the official Met Office UK Climate Projections (UKCP).

Climate change also links to other risks in the SRR, including risk '3.2 - Less healthy and health resilient populations' as many of the risks associated with climate change present a further threat to health and wellbeing. This includes health risks from heatwaves and extreme heat, which are particularly dangerous for those with existing conditions and for elderly and very young residents. Climate change also links to risk '1.1 – Volatile political and policy environment', both from risks to support for the council's work on climate change and the potential for some actions to exacerbate volatility where they may be controversial with some residents.

Following Leicester City Council's declaration of a Climate Emergency in 2019, and ambition to achieve net zero emissions within the council and city, climate change has been identified as one of the council's major priorities to tackle. The council's actions on mitigating and adapting to climate change are managed and monitored through its 'Climate Emergency Action Plan', which is currently being updated. Adaptation has been identified as a key area for future work, and the updated action plan will contain an action on reviewing climate risks for the council and city, and updating the associated adaptation plans as required.

Phil Ball, Sustainability Officer, Ext 37 2246

Signed: Phil Ball

Dated: 20 February 2026

5.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

N/A

6. Background information and other papers:

LCC Risk Management Policy Statement & Strategy 2026 (approved by Exec Board Jan 2026).

7. Summary of appendices:

- Appendix 1: Strategic Risk Register (SRR) Summary
- Appendix 2: Operational Risk Register (ORR) Summary.
- Appendix 3: Detailed Operational Risk Register (ORR).

8. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

N/A

9. Is this a “key decision”? If so, why?

N/A