

Appendix 1 - Strategic Risk Register summary

Date: 31.01.26

SRR Ref No	Risk Title <i>and link to ORR Risks (see Appx 2 for details of ORR)</i>	Current Situation		Previous Situation		Risk Response Plan				
		Risk Score (I=Impact, L=Likelihood)	Risk Owners	Risk score at 30/09/25	Variance since last cycle	Risk Response Strategy <i>(Tolerate, Treat, Transfer, Terminate)</i>	Target Score with further actions & controls	No of Existing Controls	No of Further Controls & Actions under implementation	
Political /Legal										
SRR 1.1	Changing political and policy environment	20 I=4, L=5	AG, LMJ, KA, RS, AO	20	↔	Treat/Tolerate	15 I=3, L=5	10	2	
<i>Links to ORR Risks:</i> 1. Housing – Budget Pressures 2. Housing - Homelessness 10. PD&T - Change in county council politics 17. Corporate Services – Impacts that fall out of the LGR 21. Corporate Services – Martyn’s Law 25. Education SEND -transport policy			Risk Context: We have limited ability to affect the likelihood of this risk so must focus on reducing the impact in those areas most affected. Government ministerial and policy changes as well as local and national elections cause increased uncertainty, as do changes in legislation, governmental priorities and international events. The impact of changes is not always immediately clear and public opinion alters, and is affected by, domestic political policy, so anticipating changes is not always easy.							
SRR 1.2	Failures in integrity of local governance and decision making	8 I=4, L=2	KA, AO	8	↔	Treat	6 I=3, L=2	6	5	
<i>Links to ORR Risks:</i> 4. Burial Space Limits 9. Duty to Protect 23. Legal – Workloads & Pressure 25. Education SEND Transport Policy.			Risk Context: This risk remains low and we have significant control over likelihood and impact. It is controlled through the strength of our Internal Audit arrangements. We have new providers in place with a good track record of delivery and we have already seen an improved focus on targeted audited activity.							
Economic										
SRR 2.1	Economic instability and weak economy	12 I=3, L=4	RS	12	↔	Treat	9 I=3, L=3	3	4	

	<p><i>Links to ORR Risks:</i></p> <ul style="list-style-type: none"> 1. Housing – Budgets Pressures 2. Housing - Homelessness 8. PD&T - Difficulty in securing suitable contractors 11. TI&C – Market Sustainability 	<p>Risk Context:</p> <p>The risk reflects the ongoing weakness of the national economy coupled with high levels of national debt and prices medium to high. Notable threats to economy from global trading pressures and new global tariffs from America. Volatile costs and supplies forecast outside of our control mean the economic future remains challenging. Inward investment, development and tourism becomes more challenging, Financial burden is placed on us is challenging because of continued economic uncertainty, pressure from future pay awards, and pressure from increasing resident expectation and support.</p>							
SRR 2.2	<p>Economic: Lack of critical skills, resources and capabilities across the workforce</p>	<p>16 I=4, L=4</p>	AS	16	↔	Treat	<p>9 I=3, L=3</p>	4	3
	<p><i>Links to ORR Risks:</i></p> <ul style="list-style-type: none"> 2. Housing – Homelessness 7. PD&T – Recruitment and Retention of Staff 13. Corporate Services – Shortages of staff/capacity/key skills/knowledge 24. Children’s Social Care Workforce Availability 29. Public Health – Staffing and Recruitment – Internal 30. Public Health – Staffing and Recruitment – External 	<p>Risk Context:</p> <p>Insufficient skills and resources due to a variety of factors, such as the competitive employment market, local authority pay constraints, ageing workforce, negative public perceptions arising from assessments conducted by statutory bodies/regulators, and other challenges Local Authorities typically face attracting talent. The threat of strike action remains despite the change in Government, which will disrupt resources and our capability to deliver services if these occur. This is risk is scored at 16 due to the condensing of pay grades resulting from successive pay awards creates a narrowing of the lower and upper grades. Also, increasing use of AI technologies in public service delivery coupled with an ageing workforce with almost half of new recruits into the Council being in the 50+ age group. The impact of this risk in the inability retains and recruit staff which may lead to more expensive options, such as using agencies and locums and strain on the workforce could result in low morale.</p>							
SRR 2.3	<p>Economic: Financial sustainability</p>	<p>25 I=5, L=5</p>	AO	25	↔	Treat	<p>20 I=5, L=4</p>	5	6
	<p><i>Links to ORR Risks:</i></p> <ul style="list-style-type: none"> 1. Housing – Budgets Pressures 3. N&ES – Ash Dieback 4. N&ES – Burial Space Limits 5. N&ES – Age and Condition of Infrastructure and Assets 6. N&ES – Budgets 11. TI&C – Market Sustainability 	<p>Risk Context:</p> <p>If the Council is no longer financially sustainable, due to expenditure being more than the income and it has used its one-off resources, the Council would be impacted in delivering its services.</p>							

	<p>18. Corporate Services – Loss of Income Opportunities</p> <p>19. Corporate Services – Ongoing Budget Pressures</p> <p>20. Corporate Services – Technology Costs</p> <p>25. SC&E – Transport Policy</p> <p>28. Public Health – Budget</p> <p>31. Public Health - Commissioning</p>								
Socio-Cultural									
SRR 3.1	<p>Socio-cultural: Growth in demand due to rising cost of living, population growth and greater complexity of need</p>	<p>25 I=5, L=5</p>	LMJ, RS	25	↔	Treat	<p>15 I=3, L=5</p>	6	6
	<p><i>Links to ORR Risks:</i> 2. Housing – Homelessness</p>	<p>Risk Context: An increasing population, increased frailty in the older population combined with pressures on households from increased cost of living leads to greater need and demand for Council services. Increasing complexity of need and a less resilient population is further exacerbating the level of demand on services. Service delivery across Council and partners focuses on addressing presenting and crisis needs leaving limited resource for preventative activity.</p>							
SRR 3.2	<p>Socio-cultural: Less healthy and health-resilient populations.</p> <p>Poor health outcomes for communities.</p>	<p>12 I=3, L=4</p>	LMJ, RH	12	↔	Treat	<p>9 I=3, L=3</p>	8	4
	<p><i>Links to ORR Risks:</i> 2. Housing – Homelessness 27. Public Health – Health Protection</p>	<p>Risk Context: Poor and unequal health risk factors across communities means an increased risk of poor outcomes, including levels of disease and premature deaths. This places the communities at greater risk from future pandemics, as well as greater demand for adult social care and public health services. There may also be increased prevalence of SEND and children becoming looked after due to emotional trauma leading to increased demand on services and resources to deal with health crises.</p>							
SRR 3.3	<p>Socio-cultural: Inability to respond to critical housing needs</p>	<p>20 I=4, L=5</p>	RS	20	↔	Treat	<p>16 I=4 L=4</p>	11	33

	Housing emergency focus.								
			Risk Context: Inability to respond to housing needs due to reduced available housing in the private and social rented sector due to increased regulation, costs, and slow-down in housing development due to costs and inflation, along with lack of availability of land within the city for new housing. Housing demands and impacts further exacerbated by high numbers of asylum seekers placed within the city needing support where given leave to remain and residents seeking accommodation remain in unsuitable accommodation for longer periods.						
SRR 3.4	Socio-cultural: Impacts arising from numbers and complexity of needs of asylum seekers and refugees	25 I=5, L=5	RS, LMJ	25	↔	Treat	16 I=4 L=4	9	3
			Risk Context: Needs arising from increasing numbers of asylum seekers and refugees being placed in the city and the complexity arising from the range of national schemes and support arrangements for different groups. This places significant additional demands, cost pressures on services including housing, education, social care, both directly for the asylum seekers and refugees. Also, this adds additional demand and strain to wider systems and partnership working such as the health and social care system due to significant and rising numbers of unaccompanied asylum-seeking children, and of care leavers who were formerly asylum seekers.						
SRR 3.5	Socio-cultural: Growing sense of polarisation and increased appetite for social activism in the UK	12 I=4, L=3	AG, RS, AS, LMJ	12	↔	Treat	9 I=3 L=3	7	7
	<i>Links to ORR Risks:</i> 4. N&ES – Burial Space Limits 9. PD&T – Duty to Protect		Risk Context: The growing sense of polarisation and increased appetite for social activism in the UK, often fuelled by perceptions of social inequality, coupled with rapidly changing cultural and community dynamics leads to tensions/issues that LCC may have a greater inability to respond effectively. This may lead to changing dynamics in the city due to migration and population growth along with impacts arising from wider geopolitical politics outside of LCC’s control and social media cause volatility in terms of community cohesion and tensions between communities in the city.						
SRR 4.1	Technological: Disruption to technology infrastructure	15 I=5, L=3	AS	15	↔	Treat	15 I=5, L=3	17	3

	<p><i>Links to ORR Risks:</i> 12. Corporate Services – Loss of Key IT Systems / Data Compromised 14. Corporate Services – Cyber Security 22. Finance – Unit 4 Finance System Implementation 26. Public Health - Data</p>	<p>Risk Context: Potential for cyber-attack or other significant disruption to the organisation's technology infrastructure on which it is heavily reliant where service delivery could be significantly compromised. The impact of this risk could be high as it would affect the delivery of council services.</p>							
SRR 4.2	<p>Technological: Inability to innovate and respond to new and emerging technological developments</p>	20 I=4, L=5	AS	20	↔	Treat	9 I=3, L=3	8	6
	<p><i>Links to ORR Risks:</i> 15. Corporate Services - New Technologies (inc AI)</p>	<p>Risk Context: Services core system development needs cannot be accommodated in service budget due to costs rising from Microsoft infrastructure related systems and apps beyond our current arrangements. This could place significant pressure on budgets from demand for, and cost of new technologies. A more coordinated and collaborative response is required due to speed of change.</p>							
SRR 4.3	<p>Technological: Data not appropriately managed or effectively used</p>	9 I=3, L=3	KA, AS	9	↔	Treat	6 I=3, L=2	5	4
	<p><i>Links to ORR Risks:</i> 12. Corporate Services – Loss of Key IT Systems / Data Compromised 16. Corporate Services – Data Loss</p>	<p>Risk Context: This risk relates to services do not recognise or understand the importance of data that they hold which leads to governance, access, classification, ROPA, and ownership issues. However, this risk is not high due to processes in place.</p>							
SRR 5.1	<p>Environmental: Impacts and requirements arising from climate change</p>	20 I=4, L=5	RS	20	↔	Treat	16 I=4, L=4	6	6

<p><i>Links to ORR Risks:</i></p> <ol style="list-style-type: none"> 1. <i>Housing – Budget Pressures</i> 2. <i>Housing – Homelessness</i> 3. <i>N&ES – Ash Dieback</i> 9. <i>PD&T – Duty to Protect</i> 25. <i>Education SEND - Transport Policy</i> 	<p>Risk Context:</p> <p>Climate change demands and the ability to respond to physical extreme weather impacts, and to meet challenging targets / requirements from Government which seek to tackle the causes of climate change. Response in terms of net zero ambitions is potentially significantly constrained by lack of funding and LCC financial challenges.</p>
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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:

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