

Appendix 2 - LCC Operational Risk Register Summary as of 31st January 2026

ORR Ref No.	Risk Title (Directorate) Links to SRR	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 (Tolerate, Treat, Transfer, Terminate)	Target Score with further actions & controls	No of Existing Controls	No of further Controls & Actions under implementation	
City Developments and Neighbourhoods (in current risk score order, by division)										
1	Budget Pressures (Housing)	16 I=4, L=4	CB	16	↔	Treat	12 I=4, L=3	14	9	
	<i>Links to SRR Risks:</i> SRR 1.1 – Political Environment SRR 2.1 – Economic Instability SRR 2.2 – Workforce SRR 2.3 – Financial Sustainability SRR 5.1 – Climate Emergency		Risk Description: Increase in inflationary pressures have led to increasing pressures on the Housing Revenue Account and the Housing General Fund.							
2	Homelessness (Housing)	16 I=4, L=4	CB	16	↔	Treat	12 I=3, L=4	22	16	
	<i>Links to SRR Risks:</i> SRR 1.1 – Political Environment SRR 2.1 – Economic Instability SRR 2.2 – Workforce SRR 3.1 – Demand Growth SRR 3.2 – Health Resilience SRR 5.1 – Climate Emergency		Risk Description: We are a statutory service providing services to all residents of Leicester and those with Local connections to the city including any rough sleepers and those that are placed in the city as per Government requirements. Homelessness Services is facing significant pressures due to unprecedented demands (over 200% increase within the last decade) and Leicester like other LAs nationally continues to experience a housing crisis.							
3	Ash Dieback - Epidemic of Ash Trees (Neighbourhood and Environmental Services)	16 I=4, L=4	SA	16	↔	Treat	12 I=4, L=3	2	3	
	<i>Links to SRR Risks:</i> SRR 2.3 – Financial Sustainability SRR 5.1 – Climate Emergency		Risk Description: 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.							
4.	Decreasing availability of Burial Space	16 I=4, L=4	SA	16	↔	Treat	12 I=4, L=3	6	5	

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	(Neighbourhood and Environmental Services)								
	<i>Links to SRR Risks:</i> SRR 1.2 – Governance SRR 2.3 – Financial Sustainability SRR 3.5 – Community tensions and dynamics								
5.	Age and Condition of Infrastructure and Assets (Neighbourhood and Environmental Services)	16 I=4, L=4	SA	16	↔	Treat	12 I=4, L=3	2	4
	<i>Links to SRR Risks:</i> SRR 2.3 – Financial Sustainability								
6.	Budgets (Neighbourhood and Environmental Services)	16 I=4, L=4	SA	16	↔	Treat	9 I=3, L=3	6	1
	<i>Links to SRR Risks:</i> SRR 2.3 – Financial Sustainability								
7.	Recruitment and Retention of Staff (Planning Development and Transport)	16 I=4, L=4	ALS	16	↔	Treat	12 I=3, L=4	7	3
	<i>Links to SRR Risks:</i> SRR 2.2 – Workforce								
8.	Difficulty in Securing Suitable Contractors (Planning Development and Transport)	16 I=4, L=4	ALS	16	↔	Tolerate / Treat	12 I=3, L=4	1	1

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	<i>Links to SRR Risks: SRR 2.1 – Economic Instability</i>									
	Risk Description: Managing compliance with new Procurement Regulations constraints and timelines.									
9.	Duty to Protect (Planning Development and Transport)	15 I=5, L=3	ALS	15	↔	Treat	10 I=5, L=2	7	1	
	<i>Links to SRR Risks: SRR 1.2 – Governance SRR 3.5 – Community Tensions and Dynamics SRR 5.1 – Climate Emergency</i>									
	Risk Description: 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.									
10.	Change in County Council Politics (Planning Development and Transport)	15 I=5, L=3	ALS	15	↔	Tolerate		1	2	
	<i>Links to SRR Risks: SRR 1.1 – Political Environment</i>									
	Risk Description: 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.									
11.	Market Sustainability (Tourism, Investment & Culture)	16 I=4, L=4	PC	NEW		Tolerate	12 I=4, L=3	1	1	
	<i>Links to SRR Risks: SRR 2.1 – Economic Instability SRR 2.3 – Financial Sustainability</i>									
	Risk Description: Risk of market proving unviable arising from poor trading environment, poor trader mix, traders disengaging and changed customer behaviour.									
Corporate Services (in current risk score order, by division)										
12.	Loss of Key Divisional IT Systems / Data Compromised (Corporate Services)	20 I=4, L=5	AS	20	↔	Treat	16 I=4, L=4	11	4	
	<i>Links to SRR Risks: SRR 4.1 – Technology Disruption SRR 4.3 – Use of Data</i>									
	Risk Description: Failure of a critical IT system or cyber attack affecting the division, systems such as HR system, Xpress, Agresso systems - staff may be unable to deliver their roles, duties etc. If this was to exceed to more than 2 days, this would significantly impact on service delivery and financial targets.									

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13.	Shortages in terms of staff, capacity, key skills and knowledge (Corporate Services)	20 I=4, L=5	AS	20	↔	Treat	15 I=3, L=5	3	2
	<i>Links to SRR Risks: SRR 2.2 - Workforce</i>	Risk Description: Shortages in terms of staff, capacity, key skills and knowledge.							
14.	Cyber Security (Corporate Services)	20 I=4, L=5	AS	20	↔	Treat	12 I=3, L=4	18	5
	<i>Links to SRR Risks: SRR 4.1 – Technology Disruption</i>	Risk Description: 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.							
15.	New Technologies (including AI) (Corporate Services)	20 I=4, L=5	AS	NEW		Treat	12 I=3, L=4	6	5
	<i>Links to SRR Risks: SRR 4.2 – New Technologies</i>	Risk Description: As the Council moves to introduce new technologies (including some AI functionality), there may be unknown impacts that come about as a result of that adoption.							
16.	Data Loss (Corporate Services)	20 I=4, L=5	AS	NEW		Treat	12 I=3, L=4	3	4
	<i>Links to SRR Risks: SRR 4.3 – Use of Data</i>	Risk Description: Data loss occurring from staff behaviours presents information governance challenges.							
17.	Impacts that fall out of the LGR (Corporate Services)	20 I=4, L=5	AS	NEW		Treat	12 I=3, L=4	2	3
	<i>Links to SRR Risks: SRR 1.1 – Political Environment</i>	Risk Description: Impacts that fall out of the LGR.							
18.	Loss of Income Opportunities (Corporate Services)	16 I=4, L=4	AS	16	↔	Treat	12 I=4, L=3	1	3

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	<i>Links to SRR Risks: SRR 2.3 – Financial Sustainability</i>								
	Risk Description: 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.								
19.	Ongoing Budget Pressures and Savings Impacting on Service Delivery (Corporate Services)	16 I=4, L=4	AS	16	↔	Treat	9 I=3, L=3	3	2
	<i>Links to SRR Risks: SRR 2.3 – Financial Sustainability</i>								
	Risk Description: Division unable to meet future level of savings required. The level of future savings required leads to unsustainable services/loss of services and support to the organisation impacting on the ability of the Council to operate effectively, lawfully and deliver particularly on its statutory obligations.								
20.	Technology Costs (Corporate Services)	15 I=5, L=3	AS	15	↔	Treat	12 I=4, L=3	7	5
	<i>Links to SRR Risks: SRR 2.3 – Financial Sustainability</i>								
	Risk Description: 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.								
21.	Impacts Arising from Future Legislation ‘Martyn’s Law’ (Corporate Services)	15 I=5, L=3	AS	15	↔	Treat	10 I=5, L=2	4	3
	<i>Links to SRR Risks: SRR 1.1 – Political Environment</i>								
	Risk Description: 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.								
22.	Unit 4 Finance System Implementation (Finance)	15 I=5, L=3	AO	15	↔	Treat	6 I=3, L=2	3	1
	<i>Links to SRR Risks: SRR 4.1 – Technology Disruption</i>								
	Risk Description: Unit 4 Finance System Implementation.								
23.	Workloads & Pressure (Legal)	16 I=4, L=4	KA	16	↔	Treat	12 I=4, L=3	7	2

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	<i>Links to SRR Risks: SRR 1.2 – Governance</i>									Risk Description: Services within the Council are stretched with increased demands and pressures. Unrealistic deadlines at times can be set for major projects, procurement and contracts.
Social Care and Education (in current risk score order, by division)										
24.	Workforce – Availability (Children’s Social Care and Community Safety)	20 I=4, L=5	DE	16	↑	Treat	12 I=4, L=3	1	3	
	<i>Links to SRR Risks: SRR 2.2 – Workforce</i>									Risk Description: Diminishing availability of experienced skilled social workers.
25.	Impact of Post-16 SEND Transport Policy (Education, SEND and Early Help)	16 I=4, L=4	SM	16	↔	Treat	8 I=4, L=2	4	1	
	<i>Links to SRR Risks: SRR 1.1 – Political Environment SRR 1.2 – Governance SRR 2.3 – Financial Sustainability SRR 5.1 – Climate Emergency</i>									Risk Description: Impact of post-16 SEND transport policy implementation following consultation and decision making.
Public Health (in current risk score order, by division)										
26.	Data (Public Health)	20 I=4, L=5	RH	20	↔	Treat / Tolerate	15 I=3, L=5	10	6	
	<i>Links to SRR Risks: SRR 4.1 – Technology Disruption</i>									Risk Description: 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.
27.	Health Protection (Public Health)	20 I=5, L=4	RH	20	↔	Treat	12 I=4, L=3	8	4	

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	<i>Links to SRR Risks: SRR 3.2 – Health Resilience</i>								
	Risk Description: Public health protection capacity is limited to a consultant lead and single infection prevention control specialist (IPC). Three additional staff members (TB, screening and immunisation) are on temporary short-term contracts using external time limited funding.								
28.	Budget (Public Health)	16 I=4, L=4	RH	16	↔	Treat / Tolerate	12 I=4, L=3	14	8
	<i>Links to SRR Risks: SRR 2.3 – Financial Sustainability</i>								
	Risk Description: Public health protection capacity is limited to a consultant lead and single infection prevention control specialist (IPC). Three additional staff members (TB, screening and immunisation) are on temporary short-term contracts using external time limited funding.								
29.	Staffing and Recruitment - Internal (Public Health)	16 I=4, L=4	RH	16	↔	Treat	12 I=4, L=3	12	10
	<i>Links to SRR Risks: SRR 2.2 - Workforce</i>								
	Risk Description: A key risk here is retention of Consultant in Public Health staff. One consultant recently left to take up a post within the NHS, where staff with equivalent qualifications and experience can earn approx. £20k to £30k more per annum.								
30.	Staffing and Recruitment - External (Public Health)	16 I=4, L=4	RH	16	↔	Treat / Tolerate	12 I=4, L=3	5	5
	<i>Links to SRR Risks: SRR 2.2 - Workforce</i>								
	Risk Description: 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 and / or partner organisations – in particular Public Health Nurses and Health Visitors, as well as sexual health specialists.								
31.	Commissioning (Public Health)	16 I=4, L=4	RH	16	↔	Treat / Tolerate	8 I=4, L=2	13	7
	<i>Links to SRR Risks: SRR 2.3 – Financial Sustainability</i>								
	Risk Description: 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. Suppliers								

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		may also not bid on tenders due to staff / skill shortages leaving them unable to meet requirements. This is exacerbated by tight financial envelopes and increased costs due to inflation.								

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	KG	-	Kate Galoppi
AO	-	Amy Oliver	PC	-	Peter Chandler
AS	-	Andrew Shilliam	RH	-	Rob Howard
CB	-	Chris Burgin	SA	-	Sean Atterbury
DE	-	Damian Elcock	SM	-	Sophie Maltby
KA	-	Kamal Adatia			