
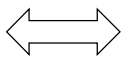







CRR Risk No.	Dept & Strategic Plan Outcome	Risk Description	Current Risk Score			*Target Risk Score			Update April 2024	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score		
Cost of Living Crisis										
C	ALL SPO = S&W	If the current cost of living crisis continues and even intensifies, or if UK Government interventions cease, then the people and businesses of Leicestershire as a whole will be significantly impacted, and the County Council will have to take some difficult decisions.	5 Likelihood reduced from 5	4	20	5	2	10	The level of support given to residents for the cost of living crisis has been extended (household Support Fund) there is still a risk that residents will be reliant on the support and therefore when the funding stops the impact on the council may be significant which will result in the County Council having to take some difficult decisions. In C&FS, whilst the number of children coming into the department remains relatively stable, the complexity and challenges within families are increasing and therefore the pressure on services across the department is increasing.	↔ Expected to remain high/red
1. Medium Term Financial Strategy										
1.1	ALL SPO = A	If we fail to deliver the MTFS savings, have an unexpected loss in income and/or fail to control demand and cost pressures then this will put the Council's financial sustainability at risk with major implications for service delivery.	5	5	25	5	3	15	Increased financial controls are now in place around recruitment, procurement and non-essential spend. This will support a more consistent approach across the authority. Our financial position will be reviewed monthly by Chief Officers to determine if the controls need to be stepped up or down. Additional social care grant funding of £5m announced in January 2024 enabled the Council to reduce its reliance on reserves to £6m for 2024/25. At this point the funding is assumed to be one-off so the medium term gap remains at over £80m by 2027/28. Further savings will be required alongside a focus on demand management, and options to close the MTFS gap are being considered by Chief Officers and Cabinet as a priority. A prioritisation exercise is also being undertaken for the Transformation Programme to ensure resources are being focused in the areas of greatest opportunity. A revised programme of meetings between Members and Chief Officers is being planned for June and July to provide informal challenge and oversight of savings targets and savings under development.	↔ Expected to remain high/red
1.5	C&FS SPO = S&W	Children's Social Care IF the number and type of high-cost social care placements (e.g. external fostering, residential and 16+ supported accommodation) increases (especially in relation to behavioural and CSE issues) THEN there may be significant pressures on the Children's Social Care placement budget, which funds the care of vulnerable children.	5	5	25	4	4	16	The number of children in care has continued to rise and is currently 735. This is over 8% increase in the last 12 months. The sufficiency in Foster Carers continues to be an issue, especially with an increased use of residential which has seen a significant increase in the last 6 months. Currently there are 86 children in residential. Fostering Service continue to work on expanding our communications to support improving sufficiency. Our target for the year has dropped to 15 due to unforeseen issues in a number of assessments. This is one less than last year. Our utilisation of foster placements remains very high	↔ Expected to remain high/red
1.6	C&FS SPO = S&W	Special Educational Needs IF demand for and the complexity of Education Health and Care Plans (EHCP) continues to rise, and corrective action is not taken, there is a risk that the high needs block budget deficit will continue to increase and create a significant burden on the Council.	5	5	25	4	4	16	New finance process work being embedded allowing us to track financial data in a more robust manner. SENA Finance function is up to full contingent and focusing on data quality and reconciliation of finance data. TSIL a framework for finance and SENA performance management has been established. Work going ahead to establish a sufficiency tool and a consistent way of funding providers Work ongoing with the DfE/PPP (Leicestershire, Leicester and Rutland Change Partnership Programme) to raise the issues causing the deficit on a national basis	↔ Expected to remain high/red
1.7	CR SPO = A	If the Council is not compliant with the HMRC IR35 regulations regarding the employment status for tax of self-employed personnel, then there is a risk of backdated underpaid tax and NI, interest and large financial penalties.	4	4	16	4	3	12	National Driver Offender Retraining Scheme (NDORS) trainers go via Payroll for any work completed from 1 Feb 24. This will begin filtering to Payroll during March 2024 payroll run. Linking with Legal where contracts have not been completed appropriately when discussing engagement with hiring manager. Conversations have been had with CSU, discussions how to improve the tender documents with status questions that will help understand who we are bringing in before Check Employment Status for Tax (CEST) is completed. C&FS and E&T DMT'S have been informed of this. Reminding Managers when going through the CEST, that a new CEST may need to be done if short term work is renewed and leads to a longer-term piece of work. This is also in our Engagement of Independent Contractors policy and guidance. C&FS SMT has been informed of the risks when dealing with off-contract agencies, will go to future DMTs and let them know of risks of going off-contract. Agency project will aim to carry this link forward, but also so that we can reduce off-contract agency spend and put these on with MSP (Reed). Identified new personnel at Reed. Reiterated our IR35 process. Any Outside IR35 engagements must go through to LCC. Email address of IR35 inbox provided.	↔ Expected to remain high/red

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1.9	ALL SPO = GC & S&W	If the immigration status of refugees and asylum seekers (including unaccompanied asylum-seeking children (UASC) and Homes for Ukraine Scheme (H4US)) who arrive in the County is not resolved, then the Council will have to meet additional long-term funding in relation to its housing and care duties, with the biggest cost and staffing impacts on C&FS.	4	4	16	4	3	12	Both the number of hotels in the county housing asylum seekers and occupancy levels have fallen dramatically. The Streamlined Asylum Process (a "fast track" asylum assessment process) has also reduced the number of asylum seekers in Dispersed Accommodation. Those granted asylum are not creating significant demand through homeless presentations, perhaps because they have moved to the larger cities where there are existing established communities and facilities. A former military college (managed by the MOD) is being used to house Afghans being evacuated from Pakistan and is largely settled. For the moment there is no demand on Council services although discussions are ongoing about the provision of education for those children and young people who have been on site for several months due to the difficulty in sourcing housing. Challenges remain with the asylum system as small boat crossings are predicted to rise as the weather improves so more arrivals are expected. The funding model is yet to be reformed so upper tier authorities do not get their full costs recovered. There is yet to be an announcement on any changes to the Full Dispersal Model under which every local authority area is expected to take a share of asylum seekers to relieve the pressure on local authorities who have historically taken all the dispersals. Finally, there has been no outcome from the Home Office consultation on the "Safe and Legal Cap" on asylum seekers which ended in January 2024. Public Health is facing increased pressure on commissioned services i.e. childrens and those within more affluent areas dependent on where asylum seekers are temporarily accomodated. Increased support required from Local Area Coordinators drawn into community awareness. Health Protection, Mental Health and Suicide Prevention will need to be prepared for different challenges around infections and mental health support based on asylum seekers experiences	↔ Expected to remain high/red
1.11	CE SPO = SE, T&I	If transition to the operational stage were not finalised, then the County Council would not be fulfilling its role as lead authority and accountable body for the East Midlands Freeport.	5	3	15	5	2	10	The Memorandum of Understanding between the Council, DLUHC, the Freeport and Billing LAs has been agreed and completed setting out the role of the Council as Accountable Body. The other detailed governance documents are advanced in preparation and ready for completion but have been held up by a delay in the publication by Government of its subsidy control scheme. Publication is expected late April/early May but the scheme will need to be studied particularly by Billing LAs before any final approval of documents. The County Council's Head of Internal Audit Service has taken on the role of EMF security and illicit activities risk lead. In conjunction with the EMF Chief Executive, this involved meeting EMF partners' security leads and presenting the annual security review to the Freeport Security Forum. A report is awaited	↓ Expected to move to medium/amber
1.12	CE SPO = SE, T&I	If developer contributions are not secured, are not sufficient to cover costs or are not spent efficiently then there could be a failure to pay for roads, schools and other essential infrastructure.	5	3	15	4	3	12	The revised Planning Obligations Policy was taken to Cabinet and proposals are due to go out to public consultation next month with the aim to adopt the revised policy in September. As part of the review opportunity was taken to update various indices and 'asks' to reduce the risks to the Council. There are a number of historic S106 which need to work their way through the system. There is a funding gap on the Capital Programme in the region of £90m which may need to be funded by borrowing if further sources of external funding are not identified. If sufficient developer contributions are not secured then capital programme commitments will either have to be scaled back or borrowing costs incurred, but that will have an impact on the revenue budget and MTFS position.	↔ Expected to remain high/red
1.13	C&FS SPO = GC & S&W	If suitable placements are unavailable for UASC (unaccompanied asylum-seeking children) who arrive in the County, either planned or unplanned, then there will be significant pressures meeting the department's statutory duties with regards to UASC as well as financial pressures in meeting their complex needs	5	5	25	4	3	12	We continue to see an increased number of Unaccompanied Asylum-Seeking children. The National Transfer Scheme and dispersal hotel pathways continue to put the greatest pressure on numbers of Children in Care and the number of spontaneous cases remains low. The Assessment Team is more established and is evidencing more consistency in assessments which will reduce our 'Letter before Action' (legal challenge). The commissioning team are continuing to explore our offer to care leavers over 18 who do not have status and how we reduce all staffing costs when there is no need. This work is progressing well and there has been some positive financial impact with a small number of providers. We continue to have delay in the Home Office giving a decision regarding funding and providing the funding. This impacts on forecasting costs. The fostering sufficiency and placement costs issues impacts the risks for this cohort of children in terms of financial risk.	↔ Expected to remain high/red

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2. Health & Social Care Integration										
2.4	A&C C&FS PH SPO = S&W	If health and care partners fail to work together to address the impact of system pressures effectively, there is a risk of an unsustainable demand for care services and a risk to the quality of those services to meet need	4	4	16	5	2	10	A&C Work continues to improve discharge flow, UHL and LPT work with ASC to identify people 48/72 hours in advance of Medically Optimised for Discharge (MOFD) to support early discharge planning. Through the discharge grant we have been able to secure longer term funding to continue to employ staff to support ASC input to Multi Disciplinary Team (MDT) i.e. social and health professionals discussions regarding discharge. MDT's involving HART and LPT therapy are embedded across all localities supporting a 3R approach (Reablement, Rehabilitation and Recovery) to support independence. C&FS Cases that have been presented as requiring health contribution are still being processed. There has been some positive progress with individual cases but work is ongoing PH No update.	 Expected to increase
3. ICT, Information Security										
3.7	CR SPO = A	If the council does not effectively manage its exposure to cyber risk, THEN there's a substantial risk of a successful cyber-attack which could severely damage the Council's reputation and affect service delivery which might result in incurring significant costs, both in order to successfully recover systems (downtime, incident response and possible ransom payment) and potential personal liability claims and regulator fines.	4	5	20	3	5	15	All business continuity desktop validation exercises have been completed with a collated summary shared with the Resilience Planning Group. DMT specific reports have also been produced and shared. Security patching regimes are in place but under regular review. Remediation work for DLUHC nearing completion. PSN accreditation secured until April 2025. Security Information & Event Monitoring system implemented as part of a time-limited pilot. On-going programme of technical Disaster Recovery testing in place. The impact of a cyber/ransomware attack or IT system breach could be significant and will have varied effects on the organisation and its ability to provide critical/statutory services. To minimise the impact of such incidents, investment has been made in the implementation of enterprise standard security systems, however further investments will be required to further enhance our security posture and continue our journey to adopt greater defence in depth. Coupled with these technical defences, time has been invested in ensuring robust business continuity and supporting disaster recovery plans are in place and regularly tested, aligned to expected recovery time and point objectives. It should be noted that the nature of any attack/breach will dictate the scale of the recovery operation and therefore the time of recovery will vary.	 Expected to remain high/red
3.8	CE SPO = ALL	If there is a failure to provide appropriate strategic and operational business intelligence then the council's policy and strategy will not be evidence-led and day-to-day service delivery, costs and reputation may be negatively impacted, including meeting statutory requirements.	4	4	16	4	2	8	Progress on Data Strategy has continued to be limited with the recommendations from Gartner being high level and generic so further work needed to make these relevant to the Council. Additional TU resource has been allocated to this work. New data server business case has been approved and BI are working with IT to set up the new server (may take up to 3 months to set up and migrate content). This will provide temporary mitigation. Target date July 2024. Should good progress be made with the data server installation the risk rating should be reduced to amber at the next quarterly update. Interim measures update - no change.	 Expected to remain high/red
4. Commissioning & Procurement										

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4.4	CR SPO = A	If there is an actual or perceived breach of procurement guidelines then there may be a challenge which results in a financial penalty.	4	4	16	3	4	12	An external review of the Council's procurement resources and processes has been commissioned across the organisation and will start in May. The level of risk is unlikely to change whilst this review is being considered. The review should be complete by early autumn. The Council's Head of Procurement and Supply Chain Management recently published information relating to the large scale procurement reform coming into force on Monday 28 October this year and advised that the Commissioning Support Unit and Legal will work together to create a set of rules, guidelines etc, amending the Contract Procedure Rules to reflect the new legislation which will be available by September 2024. Guidance will be provided to cover the transition to the new regulations, and a comprehensive programme of learning and development will support officers to implement the changes. Training is being organised by Legal, via law firm Bevan Brittan	↔ Expected to remain high/red
4.5	E&T C&FS SPO = S&W	If Special Educational Needs Assessments are delayed and Education, Health and Care Plans are not issued on time with appropriate placements for children identified, Transport Operations could be failing to provide a timely statutory service.	4	4	16	3	3	9	Regular link meetings in place between Transport and SENA for the purpose of early identification of peaks / delays / changes in demand from a SENA point of view. It remains impossible to plan school transport until placements are finalised, so there are financial implications if there isn't sufficient notification to plan transport. Assured that structural and development strands within SENA are working to resolve backlogs and delays with EHCP throughput.	↓ Expected to move to
5. Safeguarding – category retired										
6. Category retired										
7. People										
7.1	CR (ALL) SPO - S&W	If sickness absence is not effectively managed then staff costs, service delivery and staff wellbeing will be impacted	4	4	16	3	4	12	The major issue is the high level of absence that is being managed. However the issues that keep absence levels high are not just about LCC, there is a national trend (CIPD survey September 2023) including long covid cases, stress, mental health, depression on the increase, impact of recruitment and retention challenges, impact of cost of living challenges etc. People Services continues to proactively manage absences cases with managers. The performance management team follow up absence triggers with managers for both short and long term absence and provide intensive support for those long terms cases managers find difficult to resolve. People Services continues to monitor and report absence to DMTs, Chief Officers and Employment Committee and address any emerging issues. It has seen that workforce stability improves attendance so alongside good attendance management, recruitment and retention is also a key factor. Actions including targeted campaigns and payments to attract and retain have been used successfully within departments. Recruitment and retention is also a key theme within the Council's People Strategy.	↔ Expected to remain high/red
7.2	ALL SPO = A	If departments are unable to promptly recruit and retain staff with the right skills and values and in the numbers required to fill the roles needed, then the required/expected level and standard of service may not be delivered, and some services will be over reliant on the use of agency staff resulting in budget overspends and lower service delivery.	5	4	20	3	5	15	Risks currently scoring 15 and above C&FS - About to launch an updated 3 year recruitment and retention (R&R) strategy, analysis demonstrates positive impact of R&R over the last 12 months, with a reduction in vacancy rates in SP and SM - analysis of average case loads suggest these are creating positive workloads being in place. Successful recruiting internal - support offer to that cohort. Recruitment and Retention remains a key strategic planning and it will be important not to lose traction - early carer framework which will have implication going forward, this might provide more support - greater structure being put into the agency market, which may slow down the options for less experienced workers moving into the agency market and assist us in retaining workers through the early framework. CR - A more sustainable approach to 'developing our own' is covered in a workstream for the People Strategy. A separate project will start in April 2025 to attract more younger people and to work more closely with schools and colleges. E&T - Some success following recruitment campaign in Development & Growth branch although improvement is still required across the department. A&C - Additional funding received to extend Social Work Apprenticeship programme, offering 5 additional places Risks currently scoring below 15 CE - Recruitment issues and ongoing needs to use locums along with increased workloads are leading to an overspend. Ongoing recruitment exercises using a variety of incentives and market	↔ Expected to remain high/red

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			3	4	12	3	3	9	supplements in one area due to difficult market conditions.	
7.3	A&C SPO = S&W	If the Department fails to develop and maintain a stable, sustainable, and quality social care market to work with, then it may be unable to meet its statutory responsibilities.	5	3	15	5	2	10	Continuation of regular provider communication and engagement channels and forums. Following annual uplift related provider engagement in January 2024, fee levels for 2024-25 were finalised and published to providers of the main markets in March 2024. The Council has secured Accelerating Reform Fund funding across a range of measures as part of a cross-LLR consortium of councils. 2023-24 and 2024-25 indicative LA level top ups to consortium funding for LCC is just over £300k	↑ Expected to remain high/red
7.6	A&C SPO = S&W	If A&C fail to provide robust evidence of good practice for the CQC inspectors, then this will result in a poor inspection outcome and incur reputational risk alongside extra resources and possible external governance to undertake any actions required to make the improvements necessary to fulfil statutory requirements.	5	3	15	5	1	5	A further regular review and update of the Self-Assessment was completed February 2024, incorporating changes in response to the revised CQC guidance published December 2023. The revised Self-Assessment was presented to DMT February 2024 and A&C Overview and Scrutiny in March 2024. The next review will be completed April 2024. ASC O&S Committee will receive update reports every 6 months.	↔ Expected to remain high/red
7.7	C&FS SPO = S&W	If current demand for EHC Needs Assessment and updating of EHCPs after annual review exceeds available capacity of staff within SEND Services (particularly educational psychology and SEN Officer) then this leaves the Council vulnerable to complaints of mal-administration with regards to statutory timescales. The situation is worsened by a lack of specialist placements which means that children with complex needs may not be placed in a timely way and hence may not receive the support to which they are entitled through their EHC Plan.	5	5	25	4	4	16	Leicestershire, Leicester and Rutland (LLR) Change Partnership Programme (CPP) work streams underway, which the testing of the EHCP template is part of. No plans imminently to test due to current capacity in service and other pending life workstreams. Early indications as a result of the SENA service reset are showing timeliness reductions from 42 weeks to 37 weeks. This is continuing to be monitored weekly. Target aim is to get to the statutory 20 weeks. Challenges still remain around placements for our children for September 2024.	↔ Expected to remain high/red
7.8	ALL SPO = S&W	If we fail to develop, implement and maintain robust health & safety systems then there is a risk of breach and potential dangerous occurrences	5	4	20	4	2	8	This is a corporate risk as there are Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDORS) in all departments. In Corporate Resources, School Food Service make up a significant proportion of the Riddors reported. Following a review by the Health, Safety & Wellbeing Manager it is agreed that the level is still appropriate as all Riddors are reported to the Health and Safety Executive with the risk of fines and cases being brought to the county council. E&T Monitoring effectiveness, of recent changes introduced to manage an increasing turnover of agency staff, through quarterly health and safety report.	↓ Expected to move to medium/amber
8. Business Continuity										
8.1	ALL SPO = A	If suppliers of critical services do not have robust business continuity plans in place, then the Council may not be able to deliver services.	5	3	15	5	3	15	The Resilience & Business Continuity team conducted a gap analysis of the Councils Business Continuity Management Systems against the ISO22301 standard. An update was presented to the Resilience Planning Group in January. Remedial actions are taking place which includes changes to the Councils Business Continuity Policy.	↔ Expected to remain high/red
9. Environment										

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9.1	CR SPO = C&G	If the Ash Dieback disease causes shedding branches or falling trees then there is a possible risk to life and disruption to the transport network	5	4	20	5	2	10	Specialist inspections of all LCC managed trees are undertaken on a cyclic basis in accordance with the Tree Management Strategy throughout the year. To identify ash dieback, its spread across Leicestershire and the possible hazardous impact of dangerous trees a dedicated ash dieback survey is undertaken over a 14-week between June and September, when trees are in full leaf and symptoms of the fungus are evident and obvious. Strategic, Main Distributor and Secondary Distributor roads are surveyed on a cyclic basis of 2 years. Primary focus of inspections are on LCC managed ash. Tree work required to mitigate for health and safety issues is passed to LCC Highways Delivery in accordance with current practice. Trees in third-party ownership are only recorded where there is an immediate and imminent risk to the highway, or for the purpose of enforcement. 2023 summer survey results showed that an estimated 60% of ash trees have got Ash Dieback but that there are possible signs of a slowdown in the spread of the disease. Specialist forestry contractor has been appointed to undertake large scale tree works across the highway network over the next 5 years	 Expected to remain high/red
9.2	E&T SPO = C&G	If there was a major issue which results in unplanned site closure (e.g. fire) then the Council may be unable to hold or dispose of waste	5	4	20	4	2	8	Tonnage of residual waste into non landfill treatment are improving and inputs to treatment facilities continue to be optimised to maximise diversion of waste from landfill. Issues remain at our bulking facilities, and this has reduced resilience levels. However, remedial works have now been completed at the Loughborough site.	 Expected to move to medium/amber
9.4	E&T SPO = C&G	If services do not take into account current and future climate change in their planning, they may be unable to respond adequately to the predicted impacts, leading to significantly higher financial implications and service disruption, as well as making future adaptation more costly.	4	5	20	4	3	12	Current levels of resource are insufficient to deliver the volume and range of the council's environmental requirements and commitments. Climate adaptation is a particular area which the council is struggling to allocate resources to. Due to the scale of the financial challenge facing the council, current staff capacity will need to be reprioritised to accommodate action associated with this risk. This reprioritisation exercise will take place over the next 6 months, with the hope that more resource can be allocated to climate adaptation, but this may prove difficult. The Environment Team is currently talking with partners about ways of working together to better understand the implications of climate change on the area and what needs to be done to reduce the impacts. This is also proving difficult as they also have capacity and financial pressures. The council has decided not to participate in the voluntary reporting on climate adaptation introduced by the government from 2024.	 Expected to remain high/red
9.5	E&T SPO = C&G	If there are significant changes / clarifications to legislation, policy or guidance then performance could be impacted and cost increases within waste disposal.	4	4	16	4	4	16	To mitigate the impact of legislative changes, growth bids were approved as part of the MTFS 2024-28 and there are continued efforts to minimise the additional cost impact. Risk remains going forward around, volumes of the materials received, the Emissions Trading Scheme and collection and packaging reforms.	 Expected to remain high/red
10. Category Retired										

Department
A&C = Adults & Communities
CE = Chief Executives
CR = Corporate Resources
C&FS = Children and Family Services

Department
E&T = Environment and Transport
PH = Public Health
All = Consolidated risk

Strategic Plan Outcome (SPO)
Great Communities (GC)
Clean and Green (C&G)
Improved Opportunities (IO)
Safe and Well (S&W)
Strong Economy, Transport & Infrastructure (SE, T&I)
All (A)

*Target risk score - This is the desired score to be achieved after additional mitigation procedures/controls have taken place.

**The arrows explain the direction of travel for the risk, i.e. where it is expected to be within the next twelve months after further mitigating actions, so that:

- o A horizontal arrow shows that not much movement is expected in the risk.
- o A downward pointing arrow shows that there is an expectation that the risk will be mitigated towards 'medium' and would likely be removed from the register.
- o An upwards pointing arrow would be less likely, but possible, since it would show an already high scoring risk is likely to be greater

RISKS REMOVED SINCE MAY 2022

CRR Risk No	Dept.	Risk Description	Current Risk Score	Reason	Date of Removal
A	ALL	If the Council does not on an ongoing basis plan for, prepare and respond to current and future consequences of the COVID 19 pandemic, then the Council and its communities could suffer long lasting economic, environmental, societal, technological challenges and missed opportunities.	12 14/L3	The World Health Organisation has downscaled its COVID risk and any impacts on the County Council will be managed by departments.	26-May-23
B	ALL	If because of the ongoing war in Ukraine, the Homes for Ukraine Scheme continues beyond its original planned duration, increasing numbers of hosts are likely to end their sponsorships and refugees (or guests) are expected to encounter challenges in securing new sponsors or privately-rented accommodation, then the cost and service pressures on the Council and partners are likely to increase, safeguarding issues might increase and there will be a reputation risk if the scheme fails to provide the support guests require. Cost of living pressures are exacerbating this issue through both in relation to hosts and guests.	9 14/L3	The impact and likelihood score have been reduced and the risk will be managed within the project team in CFS.	22-Sep-23
3.6	CR	If the updates to the ORACLE Fusion system do not meet the County Council's requirements, then there is a risk of work arounds continuing and efficiencies not being delivered.	14/L3	Reduction in likelihood to 3 x 4 and will be managed at department level as Initial issues are resolved. Work continues on existing workstreams and processes.	26-Jan-24
4.3	E&T	If bus operators significantly change services due to wider external or economic pressures then there could be substantial impacts on communities accessing essential services and lead to required intervention under our PT Policy & Strategy.	14/L3	Change in likelihood score from 4 to a 3 as more confident in the money from government. Will now be managed at departmental level. •The Government recently announced £150 million of redirected HS2 funding to improve bus services, this is part of the Network North Plan. •In addition, the 'Get Around for £2' cost-of-living support scheme will be extended from 1 November until 31 December 2024. •The department is currently in the process of assessing the ramifications of this announcement and working up a plan forward for Cabinet approval in December.	26-Jan-24
7.5	A&C	If there is continuing increase in demand for assessments (care needs and financial) then it may not be met by existing capacity.	14/L3	Change in likelihood score from 4 to a 3 as assessment backlog has been reduced by 50%. Will now be managed at departmental level. • Assessment backlog reduced - now under 400. • Temporary staff recruited to assist in recovery. • Focus on updating and simplification of Adult Social Care Finance practice guidance.	26-Jan-24
4.2	E&T	If Arriva is successful in its concessionary travel appeal or the City in its challenge on the methodology of reimbursing operators, then reimbursement costs for the scheme could increase.	15/L3	Settlement was reached which was acceptable and within the region of what was anticipated and allowed for.	20-May-24
7.4	A&C	If LCC's Charging Policy is challenged on the principles of the Norfolk Ruling, then there could be judicial review leading to significant financial impact and reputational damage.	15/L3	Following consultation, a report was produced for, and approved by, Cabinet 9 Feb 2024. Updated policy to go live 8 April 2024. Likelihood score reduced from 3 to 2. No longer represents a red RAG rating	20-May-24

Risk Impact Measurement Criteria

Scale	Description	Department Service Plan	Internal Operations	People	Reputation	Impact on	Impact from ^{*1}	Financial per annum / per loss ^{*2}
						the Environment		
1	Negligible	Little impact to objectives in service plan	Limited disruption to operations and service quality satisfactory	Minor injuries	Public concern restricted to local complaints	None or insignificant damage		<£50k
2	Minor	Minor impact to service as objectives in service plan are not met	Short term disruption to operations resulting in a minor adverse impact on partnerships and minimal reduction in service quality.	Minor Injury to those in the Council's care	Minor adverse local / public / media attention and complaints	Minor local impact	Minor damage	£50k-£250k Minimal effect on budget/ cost
3	Moderate	Considerable fall in service as objectives in service plan are not met	Sustained moderate level disruption to operations / Relevant partnership relationships strained / Service quality not satisfactory	Potential for minor physical injuries / Stressful experience	Adverse local media public attention	Moderate local impact	Moderate damage and risk of injury	£250k - £500k - Small increase on budget/ cost: Handled within the team/service
4	Major	Major impact to services as objectives in service plan are not met.	<u>Serious</u> disruption to operations with relationships in major partnerships affected / Service quality not acceptable with adverse impact on front line services. Significant disruption of core activities. Key targets missed.	Exposure to dangerous conditions creating potential for serious physical or mental harm	Serious negative regional criticism, with some national coverage	Major local impact	Major damage and risk to life	£500-£750k. Significant increase in budget/cost. Service budgets exceeded
5	Very High/ Critical	Significant fall/failure in service as objectives in service plan are not met	Long term serious interruption to operations / Major partnerships under threat / Service quality not acceptable with impact on front line services	Exposure to dangerous conditions leading to potential loss of life or permanent physical/mental damage. Life threatening or multiple serious injuries	Prolonged regional and national condemnation, with serious damage to the reputation of the organisation <u>i.e.</u> front-page headlines, TV. Possible criminal, or high profile, civil action against the Council, <u>members</u> or officers	Major regional or national impact.	Wide scale damage and risk to life	>£750k Large increase on budget/cost. Impact on whole council

* Note that a different financial rating is used for the pension fund investments

Risk Likelihood Measurement Criteria

Rating Scale	Likelihood	Example of Loss/Event Frequency	Probability %
1	Very rare/unlikely	EXCEPTIONAL event. This will probably never happen/recur.	<20%
2	Unlikely	Event NOT EXPECTED. Do not expect it to happen/ recur, but it is possible it may do so.	20-40%
3	Possible	LITTLE LIKELIHOOD of event occurring. It might happen or recur occasionally.	40-60%
4	Probable /Likely	Event is MORE THAN LIKELY to occur. Will probably happen/recur, but it is not a persisting issue.	60-80%
5	Almost Certain	Reasonable to expect that the event WILL undoubtedly happen/recur, possibly frequently.	>80%

Risk Scoring Matrix

Impact

5 Very High/Critical	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5
	1 Very Rare/Unlikely	2 Unlikely	3 Possible/Likely	4 Probable/Likely	5 Almost certain

Likelihood