






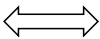
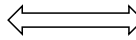
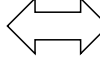

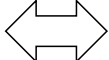










CRR Risk No.	Dept	Risk Description	Current Risk Score			*Target Risk Score			Update July/August 2025	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
1. Medium Term Financial Strategy										
1.1	ALL	If we fail to 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	<p>The Government's June Spending Review showed a tight settlement for local government, with increases in core funding being driven predominantly by Council Tax and Business Rates increases. Information was largely at a national level so it is difficult to draw any accurate conclusions about the potential impact on LCC. A Fair Funding consultation (also released in June) set out a revised methodology for calculating funding shares and also confirms that a full business rates reset will take place for 2026/27. The consultation is extremely complicated with a number of clarifications still awaited. It's not possible to estimate the impact of the consultation proposals yet. A Policy Statement is due at the end of September should give further information. The full impact of both the Spending Review and Fair Funding proposals won't be known until the LG Finance Settlement is released in late autumn. The current proposals are likely to significantly impact the financial sustainability of district councils.</p> <p>The early budget monitoring position for 2025/6 shows a small overspend which is being managed. This is driven primarily by Children's Social Care, due to increased demand and complexity of placements. The High Needs Block deficit is also forecasting a significant overspend in the current year based on increased demand. Further work is being done to understand the causes and mitigations across Children's social care and SEND, which continue represent the biggest risks facing the Council.</p> <p>In July Cabinet approved a procurement exercise for a comprehensive efficiency review and the specification is currently being developed with the aim of releasing by the end of August. This will include recommendations from the transformation portfolio review where possible.</p>	<div></div> <div>Expected to remain high/red</div>
1.5	C&FS	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	<p>Placement fee uplift process 25/26 completed in collaboration with East Midlands region and has contributed to cost avoidance for 25/26 due to lower fee uplifts than previous years</p> <p>New opportunities continuing to be explored to deliver alternative accommodation and support via the Gateway 2 Resources (G2R) Framework including mini-tender opporntunities for 16+ Unaccompanied Asylum Seeking Children (UASC)</p> <p>There is a continuing rise in the number of children being placed in residential care due to complexity of need. The number in residential is exacerbated by not being able to step children out when their need is no longer high due to the insufficiency in foster placement. We have approved 3 carers so far this year and currently have 18 in assessment. Of these 10 are likely to complete the approval process and 5 are likely to with additional support.</p>	<div></div> <div>Expected to remain high/red</div>
1.6	C&FS	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	<p>Deficit projections for 2025/26 are above MTFS profile projections. Predominatnly due to continued increase in demand for Education Health and Care plans.</p> <p>The dedicated schools grant statutory override, which was due to end next year, was extended to the end of 2027-28.</p>	<div></div> <div>Expected to remain high/red</div>
1.9	ALL	If the immigration status of refugees and asylum seekers (including unaccompanied asylum-seeking children (UASC)) 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	<p>No change to previous update. A detailed review of the risks affecting each of the asylum, refugee and migration groups indicated that the landscape remains very complicated and not easy to navigate with all the different groups and multiple criteria.</p>	<div></div> <div>Expected to remain high/red</div>

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1.12	CE	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	Draft policy to go to Cabinet October 2025 and the Scrutiny November 2025 followed by public consultation. Adoption anticipated February 2026'	 Expected to move to medium/amber
1.13	C&FS	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 currently have 92 Children in Care (CIC) and 243 Care leavers. Those arriving by the National Transfer Scheme (NTS) are the highest numbers becoming being looked after.  UASC arrive via a number of routes. In total 142 have arrived through the NTS, 100 through the adult asylum hotels and 98 spontaneous arrivals. In June we had 12 children accommodated through the NTS.We continue to ensure that support for children and care leavers is needs led and reduced where it can be.  Tender exercise for mini competition for UASC provision went live June 2025	 Expected to remain high/red
1.14	CEx	If the East Midlands Gateway 2 (EMG2) Segro Development Consent Order (DCO) application is approved by the Secretary of State without mitigating infrastructure, then this could significantly impact the Council's services and responsibilities and could stifle wider growth in the International Gateway, including significantly impacting on the ability to deliver Local Plan growth in North West Leicestershire District Council (NEW)	4	4	16	2	2	4	Risk increased due to proposed imminent (26 August) submission of application by SEGRO with significant outstanding evidence not least around highways and transport provision  Currently, risks remain in unmitigated impacts across service areas including highways and transport, public health, flooding, ecology, archaeology, materials and waste. A cross department project team has been established and key milestones and required actions set out.  The risk is complicated somewhat due to a separate planning application having been submitted for part of the site by Manchester Airports Group (with their development partner Prologis). In many respects the risk of unfunded infrastructure impacts exists, regardless of which development route ultimately gets progressed.  As the site sits under the East Midlands Freeport, there is the potential for these risks to be mitigated, at least in part, by retained business rates from the Freeport being directed to cover these infrastructure costs. The County Council is currently the Accountable Body for the Freeport, but this is expected to switch to the East Midlands Combined County Authority at the start of the next financial year.  Due to the complexity of the planning position, given the 2 competing approaches, there is a risk of development on the site being delayed. This would push back the risks to the County Council but would also push back the timelines for retained business rates becoming available with less being generated in total over the 25 year window for retained business rates	 Expected to move to medium/amber

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2. Health & Social Care Integration										
2.4	A&C C&FS PH	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	<p><b>A&amp;C</b> - The department is working with the Integrated Care Board (ICB) and other partners, to support with demand and quality, including intermediate care and universal Mental Health services.</p> <p>We are monitoring what impact the clustering of Northamptonshire's and Leicestershire and Rutland's ICB could have on services and demand.</p> <p><b>C&amp;FS</b> - The publication of the Integrated Care Board (ICB) blueprints and subsequent requirement for significant savings to be made at the ICB present a risk to various aspects of Childrens Services delivery. Meetings have been set up with ICB leads to work through specific issues such as SEND, Safeguarding and Funding as well as the development of neighbourhoods.</p> <p><b>PH</b> - The impact of the NHS structural changes may result in a decreased ability for the local NHS to work effectively with Public Health</p>	<div></div> <p>Expected to remain high/red</p>
3. ICT, Information Security										
3.7	CR	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.	5	5	25	5	4	20	<p>Projects and cyber initiatives outlined in previous update are still in progress.</p> <p>Latest cyber position presented mid-June. Regular 6 monthly attendance at DMT to present updates on Cyber Security.</p> <p>Phishing comms campaign undertaken during June. Further cyber communications to continue during August/September (topic to be confirmed).</p> <p>Rollout of Multi-Factor Authentication (MFA) across the organisation is progressing. DMT discussion to be arranged for August to present latest rollout status and agree next steps.</p> <p>Nearing completion of the rollout of Windows 11 to the desktop computing estate</p>	<div></div> <p>Expected to remain high/red</p>
4. Commissioning & Procurement										
4.4	CR	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	<p>The procurement toolkit has been finalised with all guidance and processes available for all staff to follow.</p> <p>The target operating model is nearing finalisation with a roll out period up to February 2026 in line with new procurement system implementation.</p>	<div></div> <p>Expected to remain high/red</p>

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4.5	E&T C&FS	If Special Educational Needs Assessments are delayed and Education, Health and Care Plans are not issued on time with appropriate school placements for children identified, Transport Operations could be failing to provide a timely statutory service.	4	4	16	3	3	9	<p><b>C&amp;FS</b> - E&amp;T has access to C&amp;FS data via tableau, therefore information is shared in relation to progress of reviews and plans.</p> <p><b>E&amp;T</b> - C&amp;FS have worked extremely hard to address the backlog of EHCP assessments and the overall position was greatly improved by the end of the 2024/25 academic year. However, the demand for new EHCPs continues to rise and, significantly due to sufficiency issues, there remains a high number of students awaiting a school place to be named in their EHCP. Therefore, the risk remains that a significant demand could be placed upon transport and that the service will struggle to meet the council's statutory obligations. In addition to this there could be reputational damage and continued pressure on transport budgets. The Assisted Transport Team has improved customer communications this year to help keep parents informed regarding timelines when they apply for transport. The service also continues with workstream to improve technology and processes across the service to assist with this and potentially minimise impact</p>	 Expected to move to medium/amber
5. Safeguarding – category retired										
6. Category retired										
7. People										
7.1	CR (ALL)	If sickness absence is not effectively managed then staff costs, service delivery and staff wellbeing will be impacted	4	4	16	3	4	12	<p>All but one Tier 1 Critical plan for the Chief Executive's Department have been assessed against the international standard (ISO 220301). Meetings are in the process of being arranged with plan owners to discuss any required updates, training required and when plans will be tested.</p> <p>There are still a number of exeternal Tier 1 plans that require assessing. It has been agreed at Resilience Planning Group (RPG) that a Business Continuity Officer (BCO) will make contact with the relevant internal council person, responsible for specific plans, to assess these in line with ISO 22301 and report back to RPG at the next meeting. Further to this as agreed at RPG, a BCO will make contact with the procurement team to consider ways of strengthening contracts in relation to Tier 1 critical service providers in relation to business continuity and future contracts.</p>	 Expected to remain high/red
7.2	ALL	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.							<p><b>Risks currently scoring 15 and above</b></p> <p><b>C&amp;FS</b> - Vacancy rate of 8.38% as of June 2025. Continue to work towards being fully staffed, still struggle to recruit skilled workers, a lot of emphasis being placed on the support to assessed and supported year in employment posts (ASYE) focusing on retention, continue to have agency staff in place both to cover gaps, sickness and maternity and the cost remains significant.</p> <p><b>CR</b> - Further work is required to agree a change in the apprenticeship pay policy. The aim is to take a revised policy for discussion with the unions in September. Work is ongoing to develop a corporate Work Experience scheme. The draft Talent Strategy is now complete and will be going to People Services Leadership Team for initial sign off in August.</p> <p><b>E&amp;T</b> - Multi-year funding for the department's capital programme allows for more permanent recruitment which in turn makes the Council more attractive as an employer.</p> <p><b>A&amp;C</b> - Additional recruitment and retention processes have been implemented to support hard to recruit to roles. Proposals are being developed to increase staffing capacity within the Homecare</p>	 Expected to remain high/red

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			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
			4	4	16	3	3	9	Assessment and Reablement Team (HART) service. .  <b>Risks currently scoring below 15</b>  <b>CE</b> - An increase in child protection case referrals alongside a member of staff retiring and two new starters who have been promoted internally has led to urgent staffing pressures in the childcare team. Locum support being sought to help and discussions with client department ongoing about potential growth bid in their area.  <b>PH</b> - Challenges remain but the department is recruiting and developing its own workforce.	
			3	3	9	3	2	6		
			3	4	12	3	3	9		
7.3	A&C	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	The new Leicestershire homecare procurement proposal (for 2026) is being presented to Cabinet in September for approval.	 Expected to remain high/red
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.	4	4	16	4	3	12	Current demand for social care assessments remains high. Contingencies for additional staffing capacity to meet demand are being appraised.	 Expected to remain high/red
7.7	C&FS	If current demand for Education, Health and Care 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	Reduction in the average timescale to complete EHCPs to 30 weeks but still short of the 20 weeks expected timescale.  However we are seeing an increase in demand of EHCP's as a result of the pending schools white paper (due in the autumn).	 Expected to remain high/red
8. Business Continuity										

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8.1	ALL	A) If there is a failure to restore services or maintain services in a major disruption e.g. pandemic, power outage, cyber incident, etc., then the Council is at risk of not being to deliver identified critical services  B) If suppliers of external 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	2	10	<b>Internal Business Continuity (BC) arrangements</b>  All but one Tier 1 Critical Plan for the Chief Executives Department. have been assessed against the international standard (ISO 220301). Meetings are in the process of being arranged with plan owners to discuss any required updates, training required and when plans will be tested. Environment and Transport Department's Tier 1 Critical Plans are scheduled to be assessed next. The BC team are working in conjunction with IT Services.  <b>External (Critical Service Provider) BC plans</b>  There are still a number of exeternal Tier 1 Critical Plans that require assessing. It has been agreed at Resilience Planning Group (RPG) that a Business Continuity Officer (BCO) will make contact with the relevant internal council person, resposible for specific plans, to assess these in line with ISO 22301 and report back to RPG at the next meeting. Further to this as agreed at RPG, a BCO will make contact with the procurment team to consider ways of strengthening contracts in relation to Tier 1 critical service providers in relation to business continuity and future contracts.	 Expected to remain high/red
<b>9. Environment</b>										
9.1	CR	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	Still in the process of quantifying the speed at which the Ash is succumbing to the disease. Weather conditions is a factor, drier weather can increase stress to the trees making them less resilient. Findings from the last survey conducted in August 2024, indicated the rate of progression is slowing, at 60% of own tree stock showing symptoms.  Ongoing liaison with private landowners on affected trees that pose a threat to the highway.	 Expected to remain high/red
9.2	E&T	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	The Whetstone Waste Transfer Station (WTS) will close in October for 2 months for planned essential floor repairs	 Expected to move to medium/amber
9.4	E&T	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	In July 2025, the Cabinet approved a change in focus in the activities delivered under the Net Zero Action Plan from carbon reduction to i) Climate adaptation and responding to severe weather events ii) Projects that deliver financial savings iii) Projects that deliver additional social, economic or environmental benefits, in support of the Council's Strategic outcomes.  In addition, £2m from the earmarked reserve for carbon reduction was reallocated to flooding mitigation initiatives and to adapting services towards mitigating the impacts of severe weather events. (Note, a one off allocation of £2.90m was made available to support the recovery from the last two major flooding incidents in January 2024 and January 2025). The Net Zero Action Plan will be revised in line with these changes and presented to the Cabinet for approval in February 2026.	 Expected to remain high/red

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9.5	E&T	If there are significant changes / clarifications to legislation, policy or guidance then performance could be impacted and cost increases.	5	3 (decrease from 4)	15	4	4	16	<p><u>Highways</u></p> <p>A significant change to the inspection process is being developed by the operational team in parallel with the Asset Management Programme Risk Based approach project.</p> <p><u>Waste</u></p> <p>Officers have been continuing to identify the potential impacts of proposed Emissions Trading Scheme (ETS) measures and communicate this through consultation responses and via representative bodies. Likelihood reduced given work to understand and communicate implications of the ETS through consultation</p> <p>In addition, officers have responded to the consultation on proposed changes to the landfill tax regime and have also engaged with a request for information on the near elimination of Biodegradable Municipal Waste to landfill by 2028.</p>	<p>Expected to remain high/red</p> <p>↔</p>
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

\*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

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