





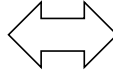






CRR Risk No.	Dept	Risk Description	Current Risk Score			*Target Risk Score			Update September/October 2025	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
1. Medium Term Financial Strategy										
1.1	ALL	If we fail 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 Council has a published MTFS gap of circa £90m, of which nearly £40m falls in 2026/27 and so urgent attention will need to be given to identifying further savings to ensure a balanced budget can be set next year. There is also significant uncertainty arising from the Spending Review and funding reform both due to impact on Council funding from April 2026. The Council's High Needs Deficit is also a significant risk with no confirmation from government on the future of the statutory override and the SEND white paper is now delayed until the New Year. The Council has commissioned an external efficiency review to review its current cost base and identify further opportunities for savings and alternative delivery models. Cabinet approved the contract award to the successful provider in October and initial recommendations from the review are expected in mid-December. This should help support the Council in setting a balanced budget in February. .</p> <p><u>A&C</u></p> <p>Direct payment card supplier issues are impacting ability to undertake reviews of surplus balances. National changes to NHS structures and services are still being agreed. We are closely monitoring any budget implications that could impact on ASC.</p>	<div></div> <p>Expected to remain high/red</p>
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>Workstreams against the MTFS and actions in the Children's Social Care – Placement Market Position and Sufficiency Statement, (MPSS), 2024-27 continue to be worked on.</p> <p>New accommodation options for 16+ Supported Accommodation for UASC and a residential block contract have been out to the market; the former is still going through evaluation whilst the latter has been awarded and is moving in to implementation and is due to start taking placements from late September 2025.</p> <p>Further work is commencing to develop a business case for bespoke Supported Accommodation for those aged 18+. This work is helping to increase the range of more cost effective accommodation and support options for Children Looked After. Further work to proactively review Support Accommodation packages has also effectively help reduce over-provisioning and a reduction in unit costs fort 16+ Supported Accommodation services (UASC and non-UASC) - this work is continuing with further work planned around residential packages.</p>	<div></div> <p>Expected to remain high/red</p>
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 position has worsened in 2025/26 from MTFS projection. Work taking place in department to explore mitigations.</p>	<div></div> <p>Expected to remain high/red</p>




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			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
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	No real change to previous update. The landscape remains very complicated and not easy to navigate with all the different groups and multiple criteria. The Commons cross-party home affairs committee report, published on 27 October, highlights the previous and current governments' failures and explains the extent of the challenges to localities.	 Expected to remain high/red
1.12	E&T	If housing and economic growth across Leicester and Leicestershire is not properly planned with effective funding mechanisms for essential infrastructure, services such as education, transport, waste, and libraries may not be delivered. This could lead to unsustainable development and harm existing communities. Where statutory duties like education or road safety are affected, the financial and delivery burden may fall on the County Council, exceeding current funding capacity (Revised)	5	4	20	4	3	12	The Council is seeking to introduce a coordinated risk management strategy to reduce the potential gap in services if development does not sufficiently contribute to the delivery of necessary infrastructure. This strategy will be developed across the relevant services and in the short to medium term includes: •Ensuring robust responses to local plan consultations that provide a sound policy basis for seeking appropriate contributions and sufficient funding mechanisms such as CIL. •Reviewing and consulting on an updated developer contributions strategy •Clear prioritisation of infrastructure and developer contribution requirements to manage impact of viability shortfall on developments •Seeking delivery of key infrastructure through condition rather than s.106 wherever possible. •Further actions as identified through the work of the Growth Service In the longer-term opportunities to reduce conflict and maximise the extent to which development is delivered effectively and sustainably include LGR and the development of an Spatial Development Strategy. The Council will seek to prepare for these opportunities as far as possible in advance working effectively with partners and stakeholders. •For schools, as well as a risk of insufficient developer contributions, the gap between capital allocation and sufficiency in school places (including SEND) is significant. Matter is going to DfE to challenge capital funding allocation.	 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	Bids received following the minitender exercise to provide additional 16+ Supported Accommodation for UASC are currently being evaluated, with award and implementation due Autumn 2025. This will provide additional accommodation and support options alongside our standard offer through the Gateway2Resources Dynamic Purchasing System. Further work to proactively review Support Accommodation packages has also effectively helped reduce over-provisioning and a reduction in unit costs for UASC 16+ Supported Accommodation services. This work is ongoing and forms a workstream within the MTFS and is reported monthly to CFS DMT Change Board.	 Expected to remain high/red

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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	4	4	16	2	2	4	Detailed information on the risks was provided to the 19 September Committee. SEGRO submitted a Development Consent Order on 15 October 2025 (following a previous submission which was subsequently withdrawn).	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>A&C - System surge plans are being developed in preparation of increased demand across services due to winter pressures. Attendance at regular system escalation calls within Mental Health hospital discharges and admissions. Review of process supporting hospital discharges has increased robustness and reducing potential for delays</p> <p>C&FS - Risks remain high due to proposed and implemented changes to ICB. Partnership meetings now established to work through key areas such as SEND and safeguarding for children's.</p> <p>PH -No further update</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>The organisation is committed to strengthening its cyber security posture, with biannual reporting to departmental management teams and regular staff communications to raise awareness.</p> <p>Topics vary, with recent emphasis on multifactor authentication, which has now been mandated by policy.</p> <p>A recent internal audit provides assurances that there is a corporate Disaster Recovery framework in place aligned with Business Continuity processes.</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	The Council 's target operting model (TOM) is nearing completion with a roll out period spanning up to Feb 2026, aligned to the procurement timeline of a new tendering system. The TOM includes the provision of resource to centrally manage above threshold procurements and the risk score is anticipated to reduce one this is fully operational.	<div>↔</div> <p>Expected to remain high/red</p>
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	No real change to previous update.	<div>↓</div> <p>Expected to move to medium/amber</p>
5. Safeguarding – category retired										
6. Category retired										

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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	People Services continue to offer advice, guidance and training to line managers, alongside ongoing monitoring and reporting of absence levels. While current absence rates are slightly above the Council's target, this has not had a signiciant impact on the delivery of most services. The Council maintains Tier 1 Critical Plans, in line with the requirements of the Civil Contingency Act 2004, which should take account of reduced or loss of staffing. The BC Team are also working with the Council's procurement team to consider ways to strengthen existing and future contracts in respect of Tier 1 Critical Service suppliers.	 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.							<u>Risks currently scoring 15 and above</u>	 Expected to remain high/red
			5	3	15	3	5	15	<u>C&FS</u> - Continue to wait for national guidance on changes to the framework for social workers and without understanding these changes it is hard to reduce the risk in relation to R&R, there may be additional requirements that have to be delivered that impacts on the workforce. Positively, the Families First Partnership programme introduced in March 2025 providing social care reform funds to invest in early help and family support services, has to take into account workforce and may identify opportunites to create roles that strengthen our recruitment and aid our retention into 2026/2027 but for now we continue to be implementing robust recruitment processes and continue to struggle to recruit social workers with the necessary experience particulary in our front facing safeguarding teams.	
									<u>CR</u> - A corporate work experience scheme is currently in development, designed to strengthen the future talent pipeline. Apprenticeship levy utilisation continues to be a priority, although it is important to note that government funding for new Level 7 starts will be withdrawn from January 2026. As of October 2025, there are 334 apprentices across the organisation. Following recent government consultation, updated guidance is expected in January/February 2026, which will inform the next phase of development.	
			4	4	16	3	3	9	<u>E&T</u> - amended likelihood score from 5 to 4 to re-baseline and bring in line with corporate risk score. Tolerating this risk but continuing to look at recruitment incentives to mitigate.	
									<u>A&C</u> - Within hard to recruit to roles, we are considering incentivisation opportunities to accelerate recruitment . Successful Customer Service Centre recruitment completed to Tier 1 (customer service supporting) roles.	
			4	4 (decrease from 5)	16	3	3	9	<u>Risks currently scoring below 15</u>	
			4	4	16	3	3	9	<u>CE</u> - Continued increase in child protection cases requires ongoing locum support and critical caseloads in team	
									<u>PH</u> - Challenges remain low but we continue to recruit and develop our own workforce.	
			3	3	9	3	2	6		
			3	4	12	3	3	9		

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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	Procurement for Home Care services to commence in October 2025. Approval to progress procurement for Community Life Choices (day services) to be presented to Overview and Scrutiny Committee in November and Cabinet in December 2025. New provision for Extra Care and Supported Living is being discussed with developers & providers to bring new provision into the County, enhancing the local care market and offer.	 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	An Artificial Intelligence pilot within the social care assessment process is progressing. Initial review of the pilot and outcomes will be December 2025. Additional agency social work resources are in place to increase assessment capacity.	 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. 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	This risk has been split into two and this risk now covers sufficiency, whilst risk CFS33 in the C&FS Department register covers timeliness, but for that element the current score is below what is required to be reported in the Corporate Risk Register. 409 children without a school place awaiting special school place, however data indicates 91% of Individual Support Plans (ISP's) is due to insufficient specialist provision. The Schools White Paper has now been delayed and will be published in the New Year	 Expected to remain high/red
8. Business Continuity										

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8.1	ALL	<p>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</p> <p>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.</p>	5	3	15	5	2	10	<p>Internal Business Continuity (BC) arrangements</p> <p>Chief Executives Department - 8 Tier 1 plans have had an initial International Organization for Standardization (ISO) compliance assessment. However, extra information will be added to the BC template to accommodate the recording of IT applications, their recovery time objective and recovery point objective. This will require all 8 plan owners to consider this addition with support from the BC Officers and IT representatives. Environment & Transport will be the next set of Tier 1 plans to be assessed against the ISO before moving on to Corporate Resources.</p> <p>External (Critical Service Provider) Business Continuity (BC) plans</p> <p>There are still a number of plans that require a final ISO assessment. Each Resilience Planning Group (RPG) member will take responsibility for their department plans, and will inform the Resilience & BC team as to whether these are still current and fall within the tier 1 and 2 definitions, or whether they are willing to accept the risk (with reasons) in writing. Discussions continue with Commissioning Support Unit over assessing external critical service provider BC plans at procurement stage rather than after contracts are awarded.</p>	 <p>Expected to remain high/red</p>
9. Environment										
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	<p>The 2018 Ash Dieback Action Plan recommended, based on evidence from other northern European countries, that it would be prudent to anticipate the potential loss of 75% to 90% of ash trees across Leicestershire. To monitor the progression of the disease, the Council undertakes annual surveys of its tree stock to identify infected specimens.</p> <p>Annual survey data taken since 2017 shows a peak in the rate of infection in 2020 (47% infected, up 35% on previous year) followed by a gradual slowdown and slight decline in 2024 (62% infected, down 1% from 2023, which recorded the highest proportion of infected trees at 63%).</p> <p>The summer 2025 survey has identified 62% of trees as infected, mirroring the figure from 2024, which suggests the proportion of infected trees now appears to be stabilising at around 62%. This consistency suggests that Ash Dieback is now fully established within the County.</p> <p>It is important to note that the infection rate is influenced by factors such as climatic conditions, intensive agricultural practices, and the trees' tolerance to imported pests and diseases. Consequently, the infection rate may fluctuate in response to environmental changes, such as drought.</p> <p>An updated work programme, informed by the most recent survey data, is scheduled to commence.</p>	 <p>Expected to remain high/red</p>
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	<p>The Whetstone Waste Transfer station is temporarily closed for 10 weeks from the beginning of October whilst planned maintenance works are undertaken.</p>	 <p>Expected to move to medium/amber</p>

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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	A proposal for how the £2m will be spent (reallocated to flooding mitigation initiatives and to adapting services towards mitigating the impacts of severe weather events) will be reported to Cabinet in October 2025.	<div>↔</div> <div>Expected to remain high/red</div>
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	15	4	4	16	<u>Highways</u> Reorganising the inspection routes following the hierarchy review is in progress. <u>Waste</u> There are four main potential areas of legislative change: landfill tax, near elimination of biodegradable Municipal Waste from landfill, Deposit Return Scheme, and the Emissions Trading Scheme (ETS). These have been consulted on which could increase costs for waste management, but we are awaiting more details and work continues to assess these risks. The most significant risk remains around ETS which has already been identified within the current MTFS.	<div>↔</div> <div>Expected to remain high/red</div>
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