CORPORATE RISK REGISTER – UPDATE ON RISKS **APPENDIX B**

CRR Risk No.	Dept	Risk Description	Current Risk Score: Impact	Current Risk Score: Like lihood	Current Risk Score: Risk Score	*Target Risk Score: Impact	*Target Risk Score: Like lihood	*Target Risk Score: Risk Score	Update April/May 2026	** Direction of Travel (Residual Risk Score over the next 12 months)
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	The Council has commissioned an external efficiency review to review its current cost base and identify further opportunities for savings and increased income. The review is now complete and Cabinet will consider the findings in May. As part of this Cabinet will approve a revised Transformation Programme and an implementation strategy. The review has identified potential savings of £27m across the MTFS period, with a stretch target approaching £60m. **A&CS** The Integrated Care Board (ICB) efficiency processes have reduced the 2026/27 budget for Discharge to Assess Risk Share by over 50% (approx. 6 months of current funding) and HART No Capacity to approximately 30% of previous funding. This is likely to impact ASC processes and spend. Review of impact being undertaken by department. Income targets for cultural services are likely to create a pressure on the departmental budget. Progress work on fees and charges will be undertaken, as part of the efficiency review.	↔
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	4	20	4	4	16	Continuing to explore and implement opportunities for delivering accommodation and support in alternative ways and ensuring better value for money. 16+ Support Accommodation UASC mini-tender has now been published (as of April 2026) and waiting market response; non-UASC 16+ tender being worked on with a view to publishing Summer 2026. 2026/27 Fee Review process is concluding - panel decisions have been shared with providers and any appeals with be addressed in May 2026. We recognise the changing national economic landscape and are monitoring impact on fees and starting to consider fee review approach for 2027/28 based on this and lessons learnt from current process. C&FS Commissioning Service are also continuing to refine negotiation process and use of Care Cubed calculator at point of placing to ensure we are appropriately challenging provider fees (within a complaint procurement framework and existing contractual arrangements) and this is backed up by continuation of the proactive review of placements and focus on residential stepdowns. This work is continuing to help keep average unit costs stable and there is ongoing reporting to CFS DMT Change Board of all of these initiatives.	↔
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	Confirmation hs been received that the Government willpay up to 90% of deficits. However, the detail and timeframe as yet to be confirmed. There also remains some uncertainty over arrangements prior to the government taking responsbility for high need spend.	↔

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1.12	G, 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.	5	4	20	4	3	12	As reported in detail to the the Committee in March 2026, the Council's co-ordinated risk management strategy to reduce the potential gap in services if development does not sufficiently contribute to the delivery of necessary infrastructure also now includes: - • Reviewing and updating contribution cost multipliers for all services • Reviewing and consulting on an updated developer contributions policy • Review of growth governance	↓
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	3 **(decrease from 4)**	15	4	3	12	Revised mini-tender for USAC 16+ Supported Accommodation (2025 attempt failed during procurement phase due to provider response) was published in April 2026 a\and tender process now underway. Award expected late Summer 2026 and implementation thereafter. Subject to award this contract will help address provision for those requiring 16+ Supported Accommodation but who are aged over 18 years, freeing up more spaces available through the Gateway2 Resources Dynamic Purhcasing System (G2R DPS) for those who are aged under 16. This will give the department greater agility in placing young people and ensuring that support needs are being met at appropriate levels and ensuring value for money. Ongoing reporting of progress of this work and future reporting on financial benefits through CFS DMT Change Board.	↔
1.14	PH, C, L&G	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	The East Midlands Gateway Development Consent Order application was accepted by the Planning Inspectorate in November 2025. The Examination of the application commenced in March 2026. Relevant Representations, Written Representations, and a Local Impact Report have been submitted to the Examination on behalf of the County Council. Officers participated in initial hearings in March and will participate in further hearings in May and August 2026, with further written submissions into the Examination until its close in September 2026. Whilst Officers continue to work with the Applicant to resolve outstanding matters of concern, there is currently no agreed scheme of highway and transport mitigation for the Local Road Network, and to date no commitment from the Applicant to address. Of particular concern are predicted increases in traffic flows through the village centres of Kegworth and Castle Donington. It is hoped that agreement can be reached before the close of the Examination.	↓

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1.15	C&FS	If there is insufficient DfE capital funding then the Council could fail to meet its place planning requirements including SEND	5	4	20	2	3	6	A capital shortfall of over £100m for 17 new mainstream schools continues to be a significant concern. In terms of mitigation, standardised designs, value engineering and phased delivery are underway in order to reduce costs of individual developments. Corporately, a refresh of the Planning Obligations Policy is ongoing, which is needed to ensure sufficient and timely release of s106 contributions is secured for future developments. In order to meet SEND place requirements, a refresh of future place forecasting is underway to support place planning, aligned to SEND reforms and taking into account existing capital allocations. Capital Programme Board has confirmed to the DfE that LCC will accept funding offered in place of Farley Way Children & Infants Special Free School, and this school is now no longer being progressed. Funds will be used to bring forward phase 2 of the Harborough Area Special School as well as ongoing development of Enhanced Resource Base for Early Years Foundation Stage. Future sufficiency planning for SEND is likely to focus on development of Specialist Bases as part of implementation of the SEND reforms.	↔
1.16	C&FS	If maintained Primary Schools submit significant licensed deficit budgets over time creating a financial burden for the Local Authority; then individual schools may fail	5	4	20	5	2	10	This risk is being managed through the School Sustainability Programme. Detailed guidance has been shared with schools in order to facilitate consistent and robust budget submissions for the next submission date at end May 2026. Training is being offered to schools to ensure they correctly apply the guidance. The Programme will consider prioritisation of schools for support and reorganisation where appropriate following a review of budgets submitted in June/July 2026. Ongoing support is being provided to maintained schools in financial difficulty.	↔
2. Health & Social Care Integration										
2.4	A&CS C&FS PH, C, L&G	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** - The ongoing restructuring of the ICB increases the risk of maintaining a sustainable health and care system. NHS budgetary constraints and need to increase productivity risks creating increased pressures in social care for follow on care and delays to health funding determinations. **C&FS** - ICB have progressed their plan, which has not yet been fully shared with us. At a senior level holding meetings are being held to look at how we work closely together to address the issues that are there for children and young people - health and young people provision and support. **PH** -No further update	↔

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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	5	25	Revised Information Security & Acceptable Use Policy approved and will be launched with staff. This policy now enforces stricter controls for staff using corporate end user equipment i.e. laptops and smartphones and keeping equipement up to date. Public Service Network certificate (provides central governement assurance on cyber security controls) has been secured for a further 12 month. Regular, close working between ICT and Business Contintity Teams is ongoing to ensure consistent delivery of Disaster and Business Continuity Plans.	↔
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 previous report noted an overlap with the Efficiency Review. The Target Operating Model (TOM) has since been reviewed in that context, and a report will be presented to Cabinet for final approval in due course. The TOM sets out a transition from a fragmented, reactive procurement approach to a more centralised and proactive, strategically led hub-and-spoke model, improving compliance, consistency and value for money. Improvements include: - • Centralise all procurement over £25k within the central "hub" (CSU) to strengthen legal compliance and governance. • Improve value for money through stronger category management and increased specialist capacity. • Strengthen supplier relationship management to drive savings, innovation, and social and economic value.	↔
4.5	G, E&T C&FS	If demand for bespoke placements for children and young people with EHCPs continues to rise, then the current E&T Transport Policy could become unsustainable and will need to be revised in order to avoid significant risks to finance, policy, operation, and public perception.	4	4	16	3	3	9	SENA data continues to be collated in order to inform future strategy regarding specialist places. Understanding this will help to inform transport policy for the longer term around the requirements for alternative placements as an increase in alternative settings will have an impact on overall network efficiency as opportunities for shared journeys could reduce. Whilst the cost of transport may increase, the cost of alternative placements is likely to be lower but at this stage the net effect is unknown. The Council must meet its statutory duty in relation to transport to alternative settings whilst also balancing network efficiency. An interim (and informal) policy position and tracking of costs is therefore being established.	↓
5. Safeguarding – category retired										
6. Category retired										
7. People										

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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	The absence rate has decreased slightly since the previous report to the 27 March Corporate Governance Committee. HR resources continue to be deployed flexibly to maximise impact. Continued attendance management in line with our Attendance Management Policy remains a key focus.	↔
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>**	↔
			5	3	15	3	5	15	**<u>C&FS</u>** - Invovled with some work with the DfE to find out more about the 2year Assessed and Supported Year in Employment (ASYE) programme to look like and feed into the early carer framework that will come into force in the future. Continuing to look at how we advertise our posts including working closely with our comms team and trying to utilise social media to raise the profile - we continue to be pro-active in our recruitment of staff, we have started a new masters level apprenticeship for social work to increase the number of internal staff becoming qualified social workers. A focus of the families first programme will be how we develop and support the workforce in that new model, especially lead child protection practioners	
			4	4	16	3	3	9	**<u>CR</u>** - We are reviewing the end-to-end offer-to-start process to reduce the time from offer to start date. In parallel, we are developing a new starter booklet to provide essential information, set clear expectations for both the Council and employees, and reinforce LCC as a values-led employer, including the wellbeing and support available. Central Government has reformed the Apprenticeship Levy (now the Growth and Skills Levy). Guidance is being issued to levy holders, including a reduction in the fund expiry period from 24 to 12 months from April 2026. L&D continues to work with departments to maximise levy utilisation. **<u>G, E&T</u>** - No change to risk score. Investigating further opportunities.	
			4	4 **(decrease from 5)**	16	3	3	9		
			4	4	16	3	3	9	**<u>A&CS</u> -** Recruitment to Social Workers, Approved Mental Health Practitioners and Occupational Therapists remains a challenge. Agency will be utilised where appropriate, until recruitment fulfilled. HART targeted recruitment and retention strategies in place to maximise reablement capacity. Community Support Worker posts including fixed term positions, require ongoing recruitment as full establishment still not reached. **<u>Risks currently scoring below 15</u>**	
			3	4	12	3	3	9	**<u>PH, C, L&G</u>** - High turnover related to Business Continuity team	
7.3	A&CS	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	Home Care procurement evaluation near finalisation – high numbers of successful bidders with range of pricing submissions. Community Life Choices (day service opportunities) tender closed – circa 60 bids– evaluation process has started.	↔

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7.5	A&CS	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	Additional posts have been agreed for Operational Commissioning and finance teams as part of the CQC improvement work, recruitment is underway. Artificial Intelligence pilot for Adult Social Care assessments. Department is now rolling out the AI system C tool to all staff on a phased basis.	↔
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	C&FS is seeing an increase in needs assessments due to the Schools White Paper. This is being monitored closely, they include requests for special and waiting specialist provision. There are now 657 children with EHCPs awaiting specialist placements.	↔

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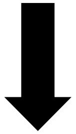
8. Business Continuity										
8.1	ALL	A) If there is a failure to restore services or maintain services in a major disruption e.g. pandemic, power outage, cyber incident, etc., then the Council is at risk of not being to deliver identified critical services B) If suppliers of external critical services 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	**<u>Internal Business Continuity (BC) arrangements</u>** The project on testing BC plans is back on course after the slight delay due to an additional element being added to the project scope. The BC officer is close to completing the plans for Corporate Resources. This leaves both care sections to be completed. As part of the project all plan owners were asked to apply the Tier 1 risk criteria to their plans. Following on from this a number have plans have been declassified as Tier 1 plans or have been amalgamated with plans across several teams. **<u>External (Critical Service Provider) Business Continuity (BC) plans</u>** This is ongoing. Growth, Environment and Transport have completed their review of external Tier 1 critical supplier plans. However, there are still approximately 28 external plans outstanding from the other directorates. Regular reminders are sent out and there is an update item on the Resilience Planning Group (RPG) agenda for feedback to RPG reps. The 3-year cycle of reviewing the existing plans that have already been assessed and approved is on hold as the information required is collected from DMT plans, which is reliant on the Tier 1 review project. Also, the impact of directorate reorganisation has a bearing on both DMT plans and team plans that have been moved into the existing directorates. BC officers are assessing the impacts on the Tier 1 project and the external plans. Discussions continue with Commissioning Support Unit over assessing external critical service provider BC plans at procurement stage rather than after contracts are awarded. Whilst a job description for the role was approved within the former Chief Executives Department, the BC team is now a part of Public Health, Communities, Law & Governance, and the decision on whether this can be achieved will need to be revisited. Due to other workloads this is on hold.	
9. Environment										
9.1	G, E&T	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	3 **(Down from 4)**	15	5	2	10	Works identified from the 2025 summer survey to highway ash have been completed over winter period 2025/26. Summer ash dieback survey for Main Highways Network is due to start towards the end of June and continue over a 14 week period when trees are in full leaf and the effects of the fungus are evident and obvious. The scope of this survey is concentrated on strategic, main distributor and secondary distributor roads which are surveyed on a cyclic basis every year (according to road hierarchy). The survey will identify extent of the disease, assess LCC ash trees which require remedial works and 3rd party trees which require notification.	
9.2	G, 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	Further Waste Transfer Site works and closures will be required in 2026/27 which mean the risk cannot be lowered until these are completed. Since the start of the financial year there's been high demand across the service and the start of transfer of food waste. A fire earlier in the year at a key fridge recycling plant in the midlands has resulted in processing and storage capacity issues. The plant is now partially operational, but we expect it to take a further one to two months until up to normal capacity. There is a raised risk of disruption during this period.	

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9.4	G, 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	The Climate Resilience Delivery Plan was approved by the Cabinet on 3 February 2026. Initial work to deliver the Plan has begun, including scoping / agreeing methodology for updating the Council's climate risk registers	↔
9.5	G, 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	**Highways** No further update - reorganising the inspection routes following the hierarchy review is in progress. **Waste** Whilst the Likelihood Risk score has not been raised, there is an increased risk of the impact from LGR on provision waste disposal services, increased cost and likely delay in future waste projects.	↔
10. Category Retired										

Department

A&CS	Adults & Cultural Services
C&FS	Children & Family Services
CR	Corporate Resources
G, E&T	Growth, Environment & Transport
PH, C, L&G	Public Health, Communities, Law & Governance
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:

- A horizontal arrow shows that not much movement is expected in the risk.
- 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.
- An upwards pointing arrow would be less likely, but possible, since it would show an already high scoring risk is likely to be greater