











RISK HEAT MAP & SUMMARY

Very Significant	5			7. Operational Resilience		
Major	4			6. Safeguarding 8. Climate Change 10. Physical Assets & Infrastructure	4. Third Party Relationship Management	1. Sustainable Finance 5. Workforce Development 9. Community Wellbeing
Moderate	3			2. Effective Governance	3. Statutory Obligations	
Minor	2					
Insignificant	1					
		1	2	3	4	5
		Rare	Unlikely	Possible	Probable	Almost Certain

Where Risks have changed probability and / or impact score their previous position is shown by the grey circle

		Previous quarter	This quarter	Drivers of change
KCR 1	Sustainable Finance		 20 (5x4)	Whilst the Council has robust financial controls in place external market conditions, specifically the inflationary environment, is resulting in above budget cost increases. Capital programme review ongoing in light of increased borrowing costs. The cost of living crisis is increasing the demand for services and impacting on residents / businesses ability to service payments due.
KCR 2	Governance Frameworks		 9 (3x3)	There have been improvements in officer adherence to agreed governance processes / timescales. New DPO is now in post, with SARs backlog being actively managed and progress reported on a monthly basis to the ICO. Work on Cabinet / Committee structure is progressing in line with original plan.
KCR 3	Statutory Obligations		 12 (4x3)	Increasing uncertainty on the legislative agenda across the short to medium term. Widespread calls continue to extend the implementation timeline for the proposed reforms to adult social care. Expectation that the Elections Act will require amended processes for May 2023 and Protect Duty (PAL) will come into force in Summer 2023.
KCR 4	Third Party Management & Oversight		 16 (4x4)	Continued strong engagement and representation with partner agencies. Collaborative approach with suppliers to work together to manage inflation driven cost increases. Consider if there is read across of high level findings from Internal Audit of KIHCP to other similar programmes.
KCR 5	Workforce Development		 20 (5x4)	Challenging market conditions are presenting a significant risk to both recruitment and retention success. The risk of industrial action over pay is flagged as an emerging risk. Turnover has risen to pre-pandemic levels. Salaries are becoming increasingly out of line with market norms / candidate expectations.
KCR 6	Safeguarding		 12 (3x4)	Robust processes and procedures and effective working with strategic partners ensures appropriate escalation and intervention as required. The 2022 JTAI inspection observed there is a well embedded strategic partnership approach to CSE & CCE. Note reduction in score due to re-baselining and not material reduction in risk.
KCR 7	Operational Resilience		 15 (3x5)	Governance and oversight controls are working effectively. The potential impact of a successful cyber attack is so severe that the risk remains reporting as 'red', despite the operation of the preventative controls that are in place. Online accident and incident reporting system now in place.
KCR 8	Climate Change		 12 (3x4)	Team have been successful in securing external WYCA gainshare and grant funding for service priority projects and staff resources. The Climate Change Action Plan is progressing through governance with approval at Cabinet and full Council in due course
KCR 9	Community Wellbeing		 20 (5x4)	The cost of living crisis continues to impact directly on our communities. Planning underway for winter interventions when further increases in fuel costs are expected. Direct financial support continues to be provided through the Household Support Fund, with signposting to existing sources of support (eg FSM).
KCR 10	Physical Assets & Infrastructure		 12 (3x4)	Embedded assurance activity across both residential and corporate assets continues to control and manage inherent risks associated with property ownership and management. Work underway to validate residential stock quality data is progressing in line with agreed plan.