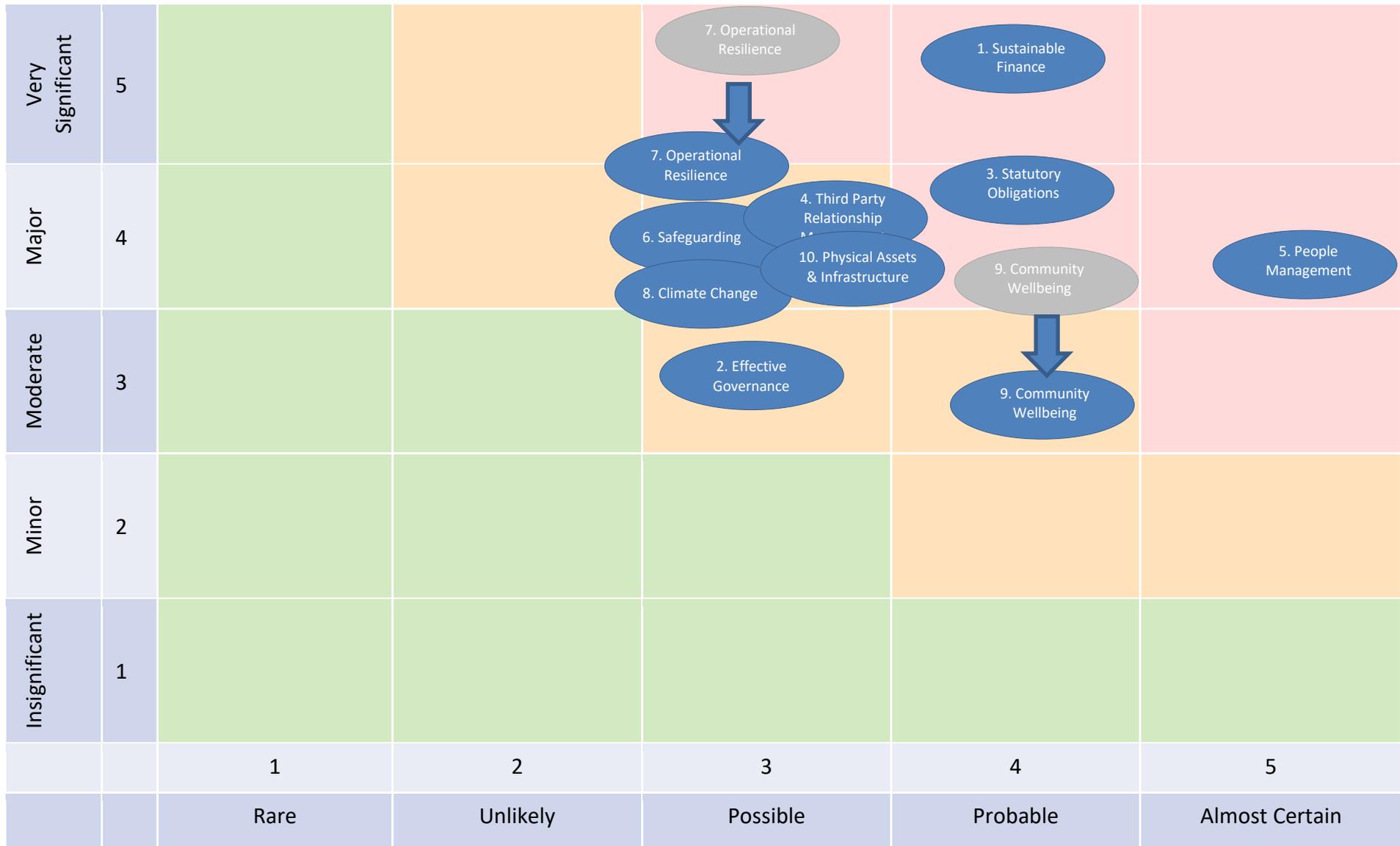


RISK HEAT MAP & SUMMARY Q1 2023/24



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

		Previous quarter	Current quarter	Drivers of change
KCR 1	Sustainable Finance	20 (5x4)	20 (4x5)	The continued criticality of delivery of the 2023/24 budget and identification of required savings for 2024/25 (and future years) remains an organisational priority. Whilst robust budget monitoring and governance regimes are in place, success will be measured through the delivery of the required outcomes. Budgetary challenges across future years are significant and the process to identify and realise the additional savings required is underway.
KCR 2	Governance Frameworks	9 (3x3)	9 (3x3)	Transparent and realistic assessment of the expected and potential impacts of decisions for residents, communities and businesses is required to ensure the optimum outcomes are delivered against the Councils 2023/24 and 2024/25 budget strategies. The external auditors are giving public indication of these issues, which are also reflected in the draft Annual Governance Statement.
KCR 3	Statutory Obligations	16 (4x4)	16 (4x4)	Whilst the council’s statutory obligations are ringfenced and prioritised in the current review of corporate budgets, there is a requirement is to consider different service delivery options. SEND provision and ASC services continue to experience high levels of demand with increasing complexity in the cases that are being managed.
KCR 4	Third Party Management & Oversight	12 (3x4)	12 (3x4)	Widespread supplier failure anticipated due to the challenging economic environment has not materialised and focus is now shifting to ensuring robust contract management processes are in place and adhered to. Engagement with suppliers and partners will be critical as the council is required to reduce spend with third parties and ensure remaining spend delivers value for money and against the agreed outcomes.
KCR 5	People Management	20 (5x4)	20 (5x4)	Managing through a period of change presents additional challenges and requires strong and empathetic leadership. Workforce Strategy is now well underway with support being provided to identify “Critical roles” and work on succession planning. People Services are linked into the Budget Delivery Group (BDG). Staff retention remains an issue with factors such as uncertainty and senior management change having an unsettling affect.
KCR 6	Safeguarding	12 (3x4)	12 (3x4)	As previously noted whilst controls and embedded procedures continue to work effectively there remains an elevated risk to compliance with statutory safeguarding duties due to demand pressures, temporary capacity issues and complexity of casework. Additional assurance is put in place where operations outside of standard internal procedures are approved on a temporary basis.
KCR 7	Operational Resilience	15 (3x5)	12 (3x4)	The external cyber security threat level remains high and we continue to review and take learnings from impacted organisations, updating our control framework as required. Note that reduction in score does not indicate a reduction in cyber security risk level, risk scoring has been moderated and adjusted to reflect most likely scenario, rather than worst case outcome.
KCR 8	Climate Change	12 (3x4)	12 (3x4)	Progress continues to be made on the Environmental Sustainability Strategy and the prioritisation of actions agreed as part of the Climate Change Action Plan. The need to identify further budget savings is expected to have an impact on the extent to which climate adaptations and mitigations can be prioritised in the short term.
KCR 9	Community Wellbeing	16 (4x4)	12 (4x3)	Continued working with communities, shaped by the Inclusive Communities Framework, to build resilience and ensure early indicators of increasing tension (for various reasons) are recognised and responded to appropriately. Robust monitoring and oversight with partner organisations is in place with clear escalation processes if required. Cost of Living interventions are embedded and we are seeking to expand provision where opportunities arise.

<p>KCR 10</p>	<p>Physical Assets & Infrastructure</p>	<p>12 (3x4)</p>	<p>→</p> <p>12 (3x4)</p>	<p>Review and revisions to Asset Strategies covering the Council’s Corporate and Residential property portfolios are progressing in line with planned deliverables. Focus will now move to effective prioritisation, ensuring that the financial impacts of required remedial activity and ongoing stock maintenance programmes are well understood and are balanced with the obligation to meet statutory requirements.</p>
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