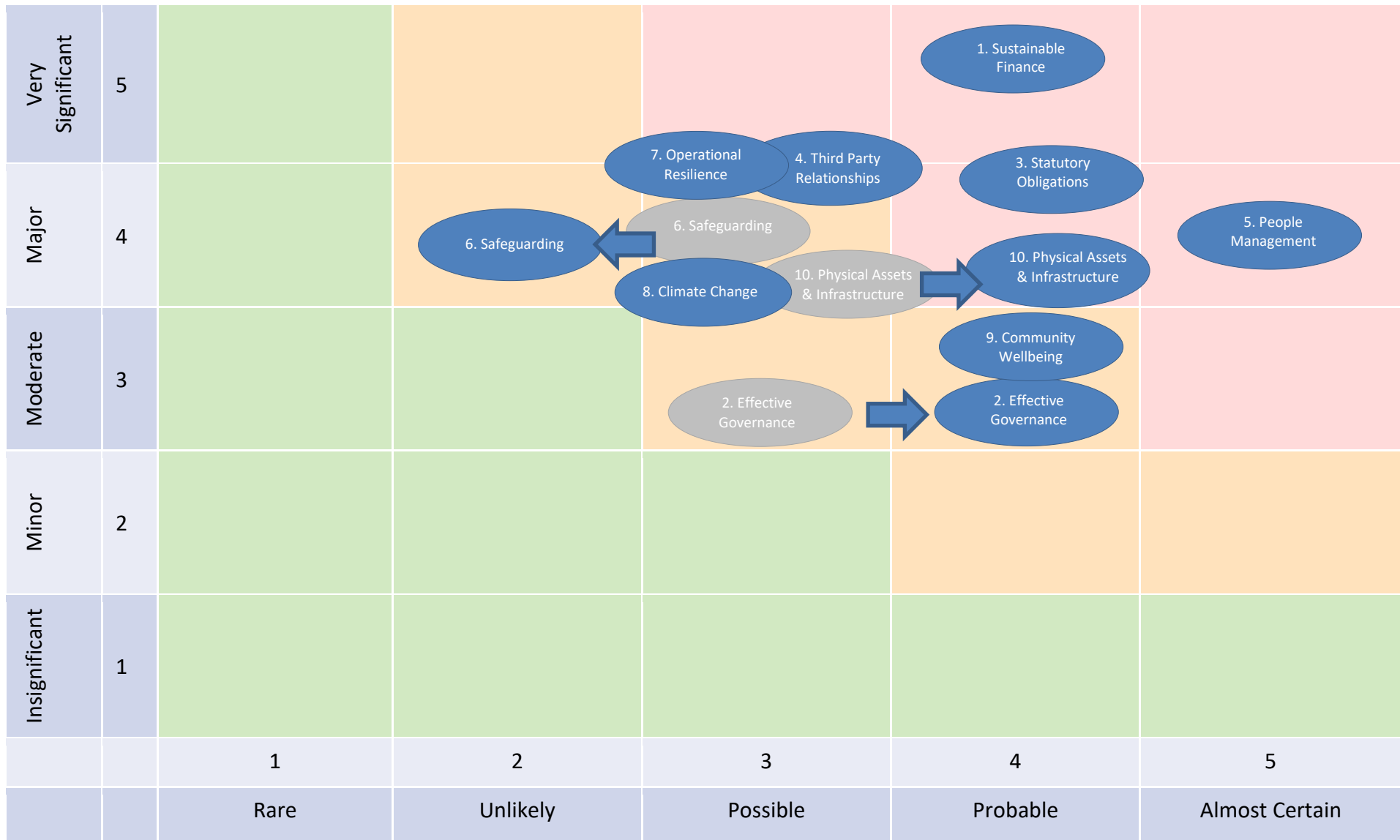


RISK HEAT MAP & SUMMARY Q2 2023/24



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 (4x5)	20 (4x5)	Increased risk of not delivering against the 23-24 agreed budget outturn position, despite enhanced monitoring and management focus. Greater assurance is required over the deliverability of some of the savings proposals for 24-25, both in isolation and as a cumulative package, acknowledging that initiatives identified still do not meet the required savings target.
KCR 2	Governance Frameworks	9 (3x3)	12 (4x3)	The Council needs to balance corporate control and strong oversight with a risk that this creates delays over implementation affecting the effectiveness of achieving the savings targets. The extent of public consultation activity that is required to support implementation of savings proposals is resource intensive and provides additional challenge.
KCR 3	Statutory Obligations	16 (4x4)	16 (4x4)	Close partnership working and strengthened relationships across the market has reduced the risk associated with service provider failure - whilst the risk still exists processes to ensure early visibility are in place. Demand continues to be high and meeting statutory deadlines for SEND assessments is challenging with associated financial and reputational risks
KCR 4	Third Party Management & Oversight	12 (3x4)	12 (3x4)	The external economic environment continues to present challenges to operators within the third sector with impacts on service provision on behalf of the Council, coupled with increased demand. Activity is underway to validate the control framework that exists across contract management within the council and highlight areas for improvement.
KCR 5	People Management	20 (5x4)	20 (5x4)	For the roles which the council chooses to recruit to the labour market pressure has eased somewhat however key specialised roles remain in high demand. Capacity issues challenge the ability of the organisation to deliver required outcomes particularly where they are dependent on key individuals.
KCR 6	Safeguarding	12 (3x4)	8 (2x4)	Safeguarding risks continue to be well controlled, with embedded processes and procedures in place to ensure vulnerable adults and young people are safe from harm. Reassessment of the adequacy and effectiveness of the controls in place across Adult Social Care has resulted in a reduction to this risk score.
KCR 7	Operational Resilience	12 (3x4)	12 (3x4)	Management of Health & Safety continue to be well controlled with a focus on maximising the benefits of the new council wide online reporting system both centrally and within operational areas. Work continues on an ongoing basis to ensure the Council's defences are operating effectively to identify, prevent and recover from any hostile cyber activity.
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	12 (4x3)	12 (4x3)	Weekly monitoring continues to suggest that issues around violent extremism and community tension are well controlled. Continuing cost of living issues will impact on demand for services provided by the community sector and some council services. The ability of the council to provide additional support is constrained by its financial position.
KCR 10	Physical Assets & Infrastructure	12 (3x4)	16 (4x4)	There are still concerns about elements of fire safety in residential properties and ability to demonstrate sufficient progress. Emergence of concerns about the use of RAAC in all types of council property creates the need to undertake specialist investigation and depending on outcomes to potentially take action to mitigate, with associated costs.