

Appendix 4 Cabinet Management of Risk

Strategic Risk Register Net Risk Scores (after mitigating controls)

4a At the end of Quarter 4, the following demonstrates the position of each strategic risk, after allowing for existing mitigations, within a heatmap:

Impact	Catastrophic		3. Being unable to keep children & vulnerable adults safe 8. A safe environment may not be sustained	4. Lack of movement towards Sustainable Futures 7. Successful cyber attack		
	Major		5. Failure to operate	6. Insufficient skilled & experienced workforce	2. Mismatch between demand and resources	
	Moderate		9. Detriment to governance		1. Slow economic growth & increase in inequalities across communities	
	Minor					
	Insignificant					
		Highly Unlikely	Unlikely	Possible	Probable	Very Likely
		Likelihood				

Appendix 4 Cabinet Management of Risk
Appendix 4b – Key Service Risks Summary

Key risks are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is 3 points or more over target. At Quarter 4, 8 risks out of 83 are classified as net red risks after mitigating actions. The relevant service area is shown in brackets.

Key Service Risks	Net risk is currently green or amber	Net risk is currently red
<p>Risk level has not exceeded the target for 3 quarters in a row</p>	<ul style="list-style-type: none"> • 68 other risks 	<ul style="list-style-type: none"> • (Adult Social Care) Demand for services and current market forces • (Education) Increased demand on statutory services within SEND linked to the High Needs Block outweigh resource • (Infrastructure & CC) Insufficient funding to mobilise our plans for Sustainable Futures for 2030 & 2050 • (Infrastructure & CC) Resources limited to mobilise our plans for Sustainable Futures for 2030 & 2050
<p>Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target</p>	<ul style="list-style-type: none"> • (Children and Young People) Children and Young people and vulnerable adults suffer avoidable injury or death. • (Environmental Services) Unable to deliver flood risk management. • (Fire and Rescue Services) Critical failure of ICT system. • (Fire and Rescue Services) Cyber-attacks (specific to fire). • (Fire & Rescue Services) National power outage. • (Strategy, Planning & Governance) Increase in data breach and Subject Access Request backlog. • (Economy & Place) Future road and infrastructure requirements not identified or funding can't be secured 	<ul style="list-style-type: none"> • (Finance) Insufficient resources to deliver the Council Plan and priorities • (Enabling Services) Cyber-attack is successful • (Fire and Rescue Services) Unable to meet expectations prior to Resourcing to Risk implementation • (Fire and Rescue Services) Weakness in light rescue pumps impact service delivery.