

4a. Strategic Risk Register Net Risk Scores (after mitigating controls)

At the end of Quarter 1 of 2024-25, the following heatmap demonstrates the position of each strategic risk, after allowing for existing mitigations. This also demonstrates a small reduction to the risk level of the workforce related strategic risk.

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 1, eight risks out of 73 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
Risk level has not exceeded the target for 3 quarters in a row	<ul style="list-style-type: none"> • 56 other risks 	<ul style="list-style-type: none"> • (Adult Social Care) Demand for services and current market forces
Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target	<ul style="list-style-type: none"> • (Children and Young People) Children and Young people and vulnerable adults suffer avoidable injury or death. • (Economy & Place) Future road and infrastructure requirements not identified or funding can't be secured • (Enabling Services) Social Care system Mosaic fails and is unrecoverable. • (Environmental Services) Unable to deliver flood risk management. • (Finance) Not delivering the £625k savings in Business Support. • (Fire and Rescue Services) Critical failure of ICT system. • (Fire & Rescue Services) National power outage. • (Infrastructure & CC) Sustained lack of strategic influence of planning decisions. • (Strategy, Planning & Governance) Increase in data breach and Subject Access Request backlog. 	<ul style="list-style-type: none"> • (Education) Increased demand on statutory services within SEND linked to the High Needs Block outweigh resource • (Finance) Insufficient resources to deliver the Council Plan and priorities • (Enabling Services) Cyber-attack is successful • (Fire and Rescue Services) Resource provision is not effectively aligned to risk and demand. • (Fire and Rescue Services) Failure of fleet and operational equipment. • (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.