

## Appendix 2 Risk heat map

### Strategic risks – current scores

<b>Impact</b>	Very High	5			01, 13, 16		
	High	4			02, 04, 05, 06, 07, 09, 11, 14, 20		<b>08</b>
	Medium	3		10	18	19	
	Low	2					
	Negligible	1					
			1	2	3	4	5
			Very rare	Unlikely	Possible	Likely	Very Likely
			<b>Likelihood</b>				

Ref	Risk
01	Children's Trust fails to deliver to the agreed standards / failure of the Council's Intelligent Client Function (ICF).
02	Failure of corporate governance/meeting statutory requirements / poor decision making.
04	Disruption to service delivery and community due to unplanned incident or emergency.
05	Failure of capital and revenue projects to deliver upon intended benefits, within budget and planned timeframes.
06	Failure to safeguard vulnerable adults.
07	Unsustainable finances (medium term from 2024/25)
08	Inability to remain within budget (current year)
09	Inadequate data sharing and data security arrangements– leading to non-compliance with legislative requirements.
10	Procurement - Key suppliers of goods and services (including hosted / shared services) fail to deliver services to the required standards and capacity - thereby, impacting on the Council's ability to operate effectively in delivery/provision of services.
11	Inadequate organisational capacity.
13	Legacy legal claims of predecessor Councils.
14	Consolidation and/or dis-aggregation of services into the new Unitary delivery.
16	Breaches of health and safety responsibilities result in injuries/harm to staff, tenants or service users.
18	Transformation Plan not delivered as endorsed by Executive, affecting the ability to deliver benefits of projects/programmes within the plan.
19	Pay and Grading resources and expertise.

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20	Cost/Service Need being in excess of budget and activity anticipated due to Cost of Living impact.
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