

	A	B	C	D	E	F	G	H	I	J	K	
1		Assurance Map of Corporate Risks as at 31 January 2024										
2												
3												
4												
5				Current				Future				
6		No.	Risk Event Description	Risk Owner	Impact	Likelihood	Risk Score	Proximity	Impact	Likelihood	Risk Score	Internal Audit Assurances
7		1	Maintaining and strengthen financial viability/balance across MTFP including failure to deliver identified savings.	CLT Director of Finance	5	5	25	Medium term	5	2	10	Governance over Delivery of Savings (x2) Management, Monitoring and Collection of Income in Council (in line with Ethical Debt Policy) Management, Monitoring and Collection of Income in Council (in line with Ethical Debt Policy)
8		2	Non-delivery of transformational change Strategic programme for transformation does not deliver	All	5	4	20	Medium term	4	2	8	Governance over Delivery of Savings Performance and Project Management Governance Framework Follow up of Delivery of the Housing Improvement Plan Implementation of the Corporate Property Model (Incl recommendations from Independent review)
9		3	Impact of significant external economic factors, affecting service delivery, the local economy, employment opportunities and cost of living for residents.	All	4	4	16	Short term	2	4	8	Corporate Performance and Intelligence Service Implementation of the new Procurement Model Management of Council Tax Reduction Scheme
10		4	Potential health and safety incident on employees or member of the public.	CLT	4	4	16	Short & Medium term	4	2	8	Management assurances / external assurances
11		5	Failure to meet Housing / Achieve full regulatory compliance for Council Housing Stock standards	Director of Placemaking and Housing	4	4	16	Medium term	4	2	8	Follow up of Delivery of the Housing Improvement Plan Processes to Let a property (from empty to relet) incl allocation and letting Arrangements for Managing Contracts within Housing Services (Letting of Contract, Use of Waivers, Novation etc) Housing Repairs - Responsive Partnering Contract
12		6	Serious Cyber Security Incident leading to all or multiple council systems shutdown and/or council unable to undertake business and/or significant ICO fine & reputational damage due to data breach, malware outbreak, phishing or ransomware attack.	Chief Information Officer & Director of Culture, Strategy & Engagement	5	3	15	Short term	4	2	8	Governance over Digital Transformation – Project and Programme Management IT Governance Framework IT Change & Problem Management Performance and Project Management Governance Framework
13		7	Failure to fully integrated functions transferring into the Council from Fusion, including culture and operations to improve performance	Director of Environment & Resident Experience	5	3	15	Short term	3	2	6	Leisure Services Insourcing (pre-implementation) Future Design of Waste Management Services - Business Case Governance over Digital Transformation – Project and Programme Management Operating Model over Procurement New Source to Pay Application Review
14		8	Adequate processes are not in place to safeguard vulnerable children and adults within the borough who were or should have been in receipt of services, either from the council or a partner agency.	Director of Children's Services Director of Adults, Health & Communities	5	3	15	Medium Term	5	2	10	Arrangements for LADO Youth Offending Deprivation of Liberty incl Safeguarding Reablement Services Homecare Services Mental Health Services
15		9	Failure to prepare for the impact associated with climate change, including air quality and pollution, extreme weather (e.g. flooding, heat).	Director of Environment & Resident Experience	5	3	15	Long term	4	3	12	Management assurances

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16	10	Major failure of key contractor or supplier or partner organisations.	Head of Procurement & Director of Finance	3	5	15	Short & Medium term	4	2	8	Implementation of the new Procurement Model Contract Management Operating Model over Procurement Control and Monitoring of Purchasing Cycle Review and Management of Off Contract spend
17	11	Failure to instigate arrangements for the proper management of Council property (including commercial and administrative buildings).	AD for Capital Projects & Property and Director of Placemaking and Housing	4	3	12	Medium term	4	2	8	Follow up of Commercial Property Management of Community Assets Implementation of the Corporate Property Model (Incl recommendations from Independent review)
18	12	Unable to attract and retain scarce skills or those in high demand. The Council does not have the appropriate skills, capacity and capabilities in place and/or recruited to deliver the manifesto (Delivery Plan effectively). The speed of change in the organisation - actual and required - is not that required.	Chief People Officer and Director of Culture, Strategy & Engagement	4	3	12	Medium term	3	2	6	Arrangements over Organisational Development Management of Staff Performance Sickness Management
19	13	Integrated delivery models for local health & care services does not deliver	Director of Adults, Health & Communities	4	3	12	Medium term	3	2	6	Mental Health Services
20	14	Promoting social and economic renewal: risk that the housing and regeneration projects do not promote nor deliver against the principles of equality of opportunity, fairness and quality of life for all.	Director of Placemaking and Housing	4	2	8	Long term	4	1	4	Delivery of New Council Homes
21	15	Increased violence across the borough.	Director of Environment & Resident Experience	4	2	8	Medium term	4	1	4	Regulatory Services (such as HMO, Damp and Mould, ASB and Enforcement)
22	16	Strategic activities and resources (financial, capacity, staffing) are not in place and aligned appropriately to ensure the effective delivery and outcomes of the Council's delivery plan (being developed from the current administration's manifesto).	All	4	2	8	Long term	4	1	4	Performance and Project Management Governance Framework Corporate Performance and Intelligence Service Follow up of Delivery of the Housing Improvement Plan
23	17	The Council does not maintain adequate or appropriate arrangements to secure sensitive and personal data / Information governance failure	Head of Legal and Governance	4	2	8	Immediate	3	2	6	Data Governance Management of FOIs and Mes IT Governance Framework
24	18	RAAC In School & Corporate Buildings	Director of Placemaking and Housing	2	3	6	Medium term	2	2	4	Management assurances