

	A	B	C	D	E	F	G	H	I	J	K
1											
2		Assurance Map of Corporate Risks as at 31 January 2025									
3											
4											
5	No.	Risk Event Description	Risk Owner	Current			Proximity	Future			Internal Audit Assurances
6				Impact	Likelihood	Risk Score		Impact	Likelihood	Risk Score	
7	1	Maintaining and strengthen financial viability/balance across MTFP including failure to deliver identified savings.	CLT Director of Finance	5	5	25	Short and Medium term	5	4	20	Governance over and Delivery of Savings (x2) Project Management of Non Corporate Savings (Directorate) Compliance with Cost Management Measures (Spend Controls) Compliance with Management of Agency and Other Temporary Resources Corporate Arrangements for Effective Commissioning Forecasting, Reporting and Financial Sustainability Children with Disabilities Strategic review over Children's Social Care Demand Management Commissioning Social Care services Management and collection of clients contributions Efficient and Effective use of Temporary Accommodation (use of all types of accommodation and the rate paid, systems for procuring, only paying for what we use) Review of Parking Operations (PCN and Pay and Display) Data, Intelligence and Category Management to secure VfM from procurement activities Arrangements for improving contract management Management and Use of Contract Waivers Council Tax Billing, Collection and Administration Business Rates Billing, Collection and Administration Managing Housing Benefit Overpayments
8	2	Non-delivery of transformational change due to lack of corporate change functions transformation does not deliver	All	5	4	20	Short and Medium term	4	3	12	Governance over and Delivery of Savings (x2) Project Management of Non Corporate Savings (Directorate) Strategy and Management of High Road West Regeneration Scheme Implementation of the Customer Services Solution - Project Management and Delivery Review of the Outline Business Case for SAP Replacement Digital Transformation Management Implementation of the Source to Pay Solution (Project Management) Implementation of the New Operating Model for Strategic Procurement Source to Pay Application Review - Key controls review
9	3	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 Corporate Delivery Plan effectively.	All	5	4	20	Short & Medium term	5	3	15	
10	4	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	4	20	Medium term	4	3	12	Street Lighting Contract Management
11	5	Failure to meet Housing / Achieve full regulatory compliance for Council Housing Stock standards	Director of Placemaking and Housing	4	4	16	Short & Medium term	4	2	8	Management and Operation of Partnering Contracts Management of the Concierge Service Leasehold Charges including Major Works Management and Control over the use of Service Connect Arrangements to monitor and manage compliance with big six standards
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	Cyber attack preparedness Information Security Vendor Management
13	7	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	Children's Services: Children with Disabilities Virtual Schools Strategic review over Children's Social Care Demand Management Support for Case Management SEN Transport Adult Services: Arrangements to Manage Transitions Demand, Localities and Waiting List Management Supply, Demand and Utilisation of Day Services Commissioning Social Care services Management and collection of clients contributions

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14	8	Failure to instigate arrangements for the proper management of Council property (including commercial and administrative buildings).	Director of Placemaking and Housing	4	3	12	Medium Term	4	2	8	Management of Garages Arrangements for the Acquisition and Disposal of Assets Repairs and Maintenance of Commercially Leased Property
15	9	Integrated delivery models for local health & care services does not deliver	Director of Adults, Health & Communities	4	3	12	Medium term	3	2	6	
16	10	Failure to transform insourced leisure services including culture and operations to improve performance	Director of Environment & Resident Experience	3	3	9	Short Term	3	2	6	Management of Leisure Services (inc Fees and Charges)
17	11	Potential health and safety incident affecting employees or member of the public.	Director of Placemaking and Housing	4	2	8	Long term	4	2	8	Asbestos Management in Housing Stock