



**Integrated Risk Manager**

A CAMMS SOLUTION

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# Risk Report 2017/18

Flintshire County Council






**Risk Summary**

**Strategic Risks**

*Print Date: 24-Aug-2018*

## Strategic Risks




## 1 Supportive Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST164	Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Strategic Risk	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Jacque Slee - Team Manager Performance				Open

**Potential Effects:** Insufficient funding to sustain medium term service delivery.

**Lead Supporting Officer Comments:** The re-phasing of agreed Integrated Care Fund (ICF) capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. The Chair of the North Wales Regional Partnership Board and the Chief Executive of the Betsi Cadwaladr University Health Board (BCUHB) have created an agreement around the allocation of funds to support delivery of medium term services.




Last Updated: 12-Jul-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST157	Availability of sufficient funding to resource key priorities	Strategic Risk	Niall Waller - Service Manager - Enterprise and Regeneration	Melville Evans - Senior Manager - Housing Programmes				Open

**Potential Effects:** Should resources prove to be insufficient then the Council will be able to process further applications for adaptations leading to delays in the process. This in turn will lead to reputational damage to the Council.

**Lead Supporting Officer Comments:** All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements. The Council was forced to delay the least urgent Disabled facilities Grant (DFG) cases in the latter part of 2017/18 due to demand on the service.




Last Updated: 23-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST155	Capital borrowing limits for council housing	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open

**Potential Effects:** i) reduction in construction and delivery of Council houses

**Lead Supporting Officer Comments:** Discussions are in progress between the Council and Welsh Government to secure additional borrowing approval. Welsh Government has unallocated borrowing head room for council owned properties. There has been a Welsh Government consultation on the approach to lifting the borrowing cap. Further information will be available in the Summer 2018. For affordable rental properties the NEW Homes Business Plan will explore funding opportunities.




Last Updated: 18-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST156	Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Strategic Risk	Niall Waller - Service Manager - Enterprise and Regeneration					Open

**Potential Effects:** There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.

**Lead Supporting Officer Comments:** The performance on DFG timescales has been an area of challenge over time. There are projects underway to improve performance including rolling out use of the new adaptations procurement framework and further process improvements. However, demand upon the DFG budget required a slow down of the least urgent cases in the latter part of 2017/2018 which will impact upon average time scales for DFGs.




Last Updated: 16-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST160	Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Strategic Risk	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader				Open

**Potential Effects:** With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.

**Lead Supporting Officer Comments:** The first year of Universal Credit full service has resulted in an increase in rent arrears for our tenants. Council Tax collection rates, however, appear to be unaffected at this stage. Work will continue in 2018/19 to target early intervention for tenants claiming Universal Credit to tackle rent arrears and to encourage payment of rent to avoid new or escalating arrears in order to ensure that homelessness is prevented wherever possible and rent collection is maximised.




Last Updated: 20-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST159	Demand for advice and support services will not be met	Strategic Risk	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer				Open

**Potential Effects:** The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.

**Lead Supporting Officer Comments:** During 2017/18 demand has continued to increase for advice and support services within the County. The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services increased during the year and increasing numbers of residents are presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.

Last Updated: 13-Apr-2018




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST163	Demand outstrips supply for residential and nursing home care bed availability	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p><b>Potential Effects:</b> Increase in hospital admissions and delayed transfers. Increased pressure on primary care services leading to deteriorating relationship with local partners.</p> <p><b>Lead Supporting Officer Comments:</b> The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of Programme Board. The re-phasing of ICF capital to fit in with our capital programme, as been agreed by WG.</p> <p>The Strategic Opportunity Review was completed and a report was presented to Cabinet in October. There are several active workstreams, including the development of resources to support the sector, diagnostic reviews from providers and a Care Conference which was held in February hosted by Business Wales. A ministerial visit took place in May '18.</p> <p>The care@flintshire portal has been populated with useful information to support providers. Approval has been received for a feasibility study into Microcare, with funding from Cadwyn Clwyd Last Updated: 12-Jul-2018</p>								

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST153	Department for Works and Pensions Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Strategic Risk	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Commissioning Officer				Open

**Potential Effects:** Welfare reforms may potentially impact the Council's ability to offer affordable housing to those affected. Examples of the types of reforms that will have may impact include: LHA Cap - Residents affected by the LHA cap who are already excluded from the private rented sector due to affordability may not be able to afford social rents  
 Bedroom Tax - This has been in place for some time for those residents that are under occupying properties and in receipt of housing benefit and will continue under Universal Credit role out.

**Lead Supporting Officer Comments:** Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation. The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.


Last Updated: 30-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST167	Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open

**Potential Effects:** Increased waiting times for DoLS assessments and impact on reputation of the Council.

**Lead Supporting Officer Comments:** Actions taken to realign the responsibilities of the teams to meet the demands of the increase in adult safeguarding enquiries may have the unwanted effect of increasing the waiting list for DoLS assessments. Work has recently been undertaken to review the individuals awaiting a DoLS assessment. In addition, work is being undertaken to review community DoLS applications and incorporate these within the existing waiting list, and DoLS for children needs to be considered. In due course this will have an impact on the number of cases on the waiting list. The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.




Last Updated: 12-Jul-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST169	Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Strategic Risk	Fiona Mocko - Strategic Policies Advisor	Jane M Davies Senior Manager Safeguarding & Commissioning				Open

**Potential Effects:** Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated. Adults and children will not be safeguarded

**Lead Supporting Officer Comments:** Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training. Types of safeguarding training provided and attendance by Portfolio are monitored at the Corporate Safeguarding Panel.




Last Updated: 19-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST151	Homelessness will remain a growing area of demand due to the current economic climate	Strategic Risk	Katie Clubb - Community Support Services Manager	Suzanne Malone Commissioning Officer				Open

**Potential Effects:** Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.

**Lead Supporting Officer Comments:** Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Vacant posts in the team have been filled and new staff have been fully trained within their roles. This should see more outcomes achieved. Additional funding has been granted to develop Landlord incentives within the private rented sector and also to consider a Housing First pilot.




Last Updated: 23-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST168	Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Strategic Risk	Fiona Mocko - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open

**Potential Effects:** Employees will not recognise when adults and children are at risk and will not take appropriate action.

**Lead Supporting Officer Comments:** Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training was delivered in January 2018. A safeguarding page is available on the intranet providing resources to support employees and managers.



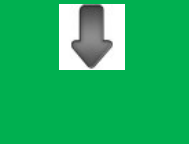
Last Updated: 12-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST166	Rate of increase of adult safeguarding referrals will outstrip current resources	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee Team Manager Performance				Open

**Potential Effects:** Employees will not recognise when adults and children are at risk and will not take appropriate action.

**Lead Supporting Officer Comments:** Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training was delivered in January 2018. A safeguarding page is available on the intranet providing resources to support employees and managers.

Last Updated: 12-Apr-2018




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST154	Reduction of land supply for council housing construction	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Closed



**Potential Effects:** Reduction in number of units delivered




**Lead Supporting Officer Comments:** Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) has been identified which, if viable, could reach the target of 500 new social and affordable houses by 2021.

Last Updated: 20-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST161	The local economy will suffer if residents have less income to spend	Strategic Risk	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer				Open

**Potential Effects:** The local economy will see a decline if residents are not able to spend at current levels




**Lead Supporting Officer Comments:** Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the county. Last Updated: 13-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST152	The supply of affordable housing will continue to be insufficient to meet community needs	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open

**Potential Effects:** i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough

**Lead Supporting Officer Comments:** The Housing Strategy Manager works in partnership with the RSLs (Registered Social Landlords), the SHARP (Strategic Housing and Regeneration Programme) team and developers to inform the type and tenure of any: new build; acquisitions and ultimately identify gaps for future investment. This is achieved through a process of pulling together information from the SARTH (Single Access Route to Housing), the affordable housing register and the Homelessness team, ensuring the demand informs supply. There is a shortfall in affordable housing as identified in the Local Housing Market Assessment, but the housing which is being provided is focused on meeting the needs of those in urgent housing need.

Last Updated: 18-Apr-2018


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST158	Universal Credit Full Service roll out - negative impact upon Council services	Strategic Risk	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer				Open

**Potential Effects:** The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner. Potential increased in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services

**Lead Supporting Officer Comments:** During 2017/18 rent arrears increased and there is work on-going to identify the reason for this. During 2018/19 focus will be on early identification and intervention to prevent the problem from escalating. Council Tax Collection has been under pressure, however, collection rates in 2017/18 have not been impacted. Work will continue to closely monitor Universal Credit impacts on Council Services.

Last Updated: 20-Apr-2018


## 2 Ambitious Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST170	Infrastructure investment does not keep pace with needs and business is lost to the economy	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration				Open

**Potential Effects:** infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.

**Lead Supporting Officer Comments:** The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.




Last Updated: 23-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST171	Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration				Open

**Potential Effects:** Businesses feedback that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.

**Lead Supporting Officer Comments:** The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service.




Last Updated: 17-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST173	The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration				Open

**Potential Effects:** Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.

**Lead Supporting Officer Comments:** The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new shadow Joint Committee for North Wales.

Last Updated: 23-Apr-2018




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST172	The stability of local and sub regional economies	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration				Open

**Potential Effects:** Instability in the local and regional economies would lead to reduced business investment and significant job losses.

**Lead Supporting Officer Comments:** The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.

Last Updated: 17-Apr-2018

### 3 Learning Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST176	Impact of Additional Learning Needs reforms	Strategic Risk	Jeanette Rock - Senior Manager - Inclusion and Progression	Vicky Barlow - Senior Manager - School Improvement Systems				Open

**Potential Effects:** The proposed legislation provides an increased level of legal protection to children and young people with additional learning needs. There is a risk that schools and the Local Authority may be unprepared ahead of the implementation of the Bill and therefore unable to meet the requirements placed on them by the Bill. This may result in schools not being able to meet needs effectively and a potential increase in the requests for centrally funded intervention and provision. This is likely to present the Local Authority with an additional financial pressure.

**Lead Supporting Officer Comments:** The sustainability of grant funding remains a major and live risk with further cuts to grant funding anticipated in 2019/20. Concern during 2017/18 about the future year’s funding from 2018/19 onwards was demonstrated by a total reduction in Education Improvement Grant (EIG) of 7.69% which was a cash reduction in grant funding of £525k. A significant element (£175k) of this reduction was the removal of Minority Ethnic Achievement Grant (MEAG) funding from the EIG. Following high levels of concern raised with Welsh Government by all authorities about the removal of MEAG, Welsh Government issued additional grant funding in July to allow Authorities time to develop a sustainable model for delivery of MEAG services with partner local authorities – Flintshire received £117k. The distribution of the remaining ‘cut’ £350k (5.3%) in EIG was agreed by the GWE Management Board as the primary recipient of the grant. As over 80% of the grant is delegated to schools the reduction has impacted schools directly.

Withdrawal of grants without notification and late notification of new grant income streams by Welsh Government create challenges and risks for the local authority.




Last Updated: 23-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST175	Leadership capacity does not match school needs	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Amber		Open

**Potential Effects:** Reduced stakeholder confidence in Education services. Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement

**Lead Supporting Officer Comments:** Each primary, secondary and special school has support through a designated Supporting Improvement Adviser. The Regional School Improvement Service (GwE) leadership development programme is being further developed for across the region and with bespoke programme developing for Flintshire schools which is being offered during the spring term. This is for current and aspiring leaders at all levels. Focused professional development has been offered during 2017 - 2018 for Deputy Headteachers and Acting Headteachers. New and Acting Headteachers are also engaged in the regional development programme for new headteachers. Support is provided to Governing Bodies through Local Authority / GwE partnership protocol for recruitment to senior leadership posts.




Last Updated: 19-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST180	Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems				Open

**Potential Effects:** The fabric of Education and Youth buildings will continue to decline

**Lead Supporting Officer Comments:** Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme


Last Updated: 12-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST177	Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Niall Waller - Service Manager - Enterprise and Regeneration				Open

**Potential Effects:** Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.

**Lead Supporting Officer Comments:** In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools. In addition, learning provision is guided by the Regional Skills Strategy which sets out the needs of the economy.


Last Updated: 16-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST179	Numbers of school places not matching the changing demographics	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red		Open

**Potential Effects:** Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate

**Lead Supporting Officer Comments:** Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

Last Updated: 12-Apr-2018



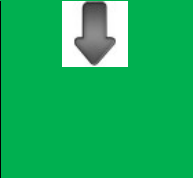
Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST178	Sustainability of funding streams	Strategic Risk	Claire Homard - Senior Manager - School Improvement	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red		Open

**Potential Effects:** Reduced capacity to deliver targeted support to schools.

**Lead Supporting Officer Comments:** The sustainability of grant funding remains a major and live risk. The Council has received notification of a 7.69% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is limited guidance available at the current time from Welsh Government (WG) to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 2018/19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as Welsh Government advised it had been transferred into the Revenue Support Grant. The Welsh Local Government Association (WLGA) have challenged this and discussions at the highest level at WG are continuing. Currently only £7.5m of

the original £12.5m grant for all Local Authorities in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing.

Last Updated: 09-May-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST174	Those schools who do not recognise their need for improvement and external support	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression				Open




**Potential Effects:** Downturn in school performance and under achievement. Increase in the number of schools in Estyn category of concern/need of significant improvement

**Lead Supporting Officer Comments:** The Council has a Service Level Agreement in place with GwE - the regional school improvement service. Fortnightly Quality Board meetings are in place between the Senior Manager for School Improvement and GwE Core Leads for primary and secondary. There is also a half-termly Local Authority Standards Board. The Council is represented at the regional Quality Board for standards and the GwE Management Board. Annual review of categorisation process for all schools has been completed with no appeals from schools in the local authority. Business plans are reviewed regularly.

Last Updated: 19-Apr-2018






4 Green Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST189	Adverse weather conditions on the highway network	Strategic Risk	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager				Open

**Potential Effects:** Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims

**Lead Supporting Officer Comments:** The risk trend has increased due to the severity of the winter increasing the likelihood of the risk occurring. Road conditions throughout the County are detrimentally affected following poor winter weather and, given the severity of this winter period, the local network has been adversely affected by road surface defects and potholes. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Additional funds, resources and contractors were deployed across the county over several weeks in efforts to repair the network as the defect were if identified. Schemes for the resurfacing and permanent patching contracts have been prioritised for the summer period, which will commence in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime.




Last Updated: 01-May-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST184	Customer expectations around the delivery of flood alleviation schemes are not effectively managed	Strategic Risk	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager				Open

**Potential Effects:** Reduced public confidence to effectively manage flood risk

**Lead Supporting Officer Comments:** The Council has powers under Section 14 of the Land Drainage Act 1991 to undertake works "so far as may be necessary for the purpose of preventing flooding or mitigating the damage caused by flooding in their area". A programme of local schemes has been developed in line with national guidance and transparent risk based priority criteria. The programme is to be continually updated and will be communicated via published Flood Risk Management Plans (FRMPs) to assist in managing customer expectations around the delivery of schemes. Skills and resources within the Team will to be developed and focused to ensure the programme is deliverable. A service review will identify a more effective approach/structure that balances the delivery of flood alleviation works with undertaking statutory duties under the Flood and Water Management Act.




Last Updated: 19-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST183	Funding will not be secured for priority flood alleviation schemes	Strategic Risk	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager				Open

**Potential Effects:** Flooding of homes and businesses across the county Potential homelessness

**Lead Supporting Officer Comments:** Measure 10 of Flintshire’s Local Flood Risk Management Strategy is to "identify projects and programmes which are affordable, maximising capital funding from internal and external sources". The Flood Risk Management have now designed a more affordable, modular scheme to replace that previously designed and approved to alleviate Mold’s flooding.










Last Updated: 19-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST186	Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Strategic Risk	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager				Open

**Potential Effects:** Deterioration of the condition of highways in Flintshire

**Lead Supporting Officer Comments:** Preventative and corrective work has been completed across a number of improvement and maintenance schemes of the highest ranked sites within the network as planned, in accordance with available funding. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure. The service area intends to make best use of available funds and apply them to the areas of the network that requires the investment whilst considering the surrounding local infrastructure.


Last Updated: 25-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST190	Lack of community support for transport options	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager				Open
<p><b>Potential Effects:</b> i) Planned programme of community transport hubs not delivered. iii) Decreased passenger numbers on bus services. iii) Increase in individual car usage</p> <p><b>Lead Supporting Officer Comments:</b> Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). This is a free service provided by the successful tenderer as a Community Benefit. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.</p> <p>Last Updated: 20-Apr-2018</p>								
Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST185	Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review	Strategic Risk	Dave L Jones - Environmental Health Officer	Lynne Fensome - Management and Support Manager				Closed
<p><b>Potential Effects:</b> Knock on effect for capacity within the team to manage own review</p> <p><b>Lead Supporting Officer Comments:</b> All six North Wales authorities have now contributed to the regional report and the findings have been accepted by Welsh Government.</p> <p>Last Updated: 25-Apr-2018</p>								
Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST182	Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Strategic Risk	Sadie Smith - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager				Open

**Potential Effects:** Failure to meet Welsh Government renewable energy targets and the actions set out in the Council's renewable energy action plan

**Lead Supporting Officer Comments:** We are continuing with an ongoing review of the available sites, particularly in terms of the agricultural estate and the viability of these sites. Two sites have been prioritised as the most suitable sites and grid connection offers accepted. We have developed a good working relationship with Scottish Power Energy Networks which has allowed for informal discussions to take place ahead of formal plans being submitted. This helps in workload capacity of the team and in moving forward with the prioritised sites. Alternatives to grid connections are also considered as part of the process to provide more innovative solutions. This includes selling to a large user which may be a more financially viable option given the costs of connecting to the grid and ultimately delivers both greater financial savings and greater income opportunities.


Last Updated: 25-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST181	Reduction of the Single Environment Grant	Strategic Risk	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber		Open

**Potential Effects:** Income targets not met Potential reduction could impact staffing resource to maintain service delivery

**Lead Supporting Officer Comments:** Welsh Government have reduced the Environmental and Sustainable Development grant by £110k for 2017/18. This was better than the forecasted expectation therefore the allocations across the two portfolios have been maintained and projects continue to be delivered. However this remains a risk in that the quality of the bid submissions needs to be maintained to ensure full draw down of the grant. Further reductions for 2018/19 will again lead to a potential reduction in services that can be delivered. We await the notification of the grant for 2018/19. For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG). Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism.




Last Updated: 13-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST187	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Amber	Amber		Open

**Potential Effects:** Decrease in bus services to residents, particularly in rural areas

**Lead Supporting Officer Comments:** Withdrawal of subsidies could affect viability of some marginal commercial bus services impacting on people with disabilities, younger people, people employed on low wages, who are unable to drive, and those who may have no alternative choice of travel. There is also a potential impact on rural communities, where no alternative transport services exist and there is heavy reliance on private cars for travel.

Last Updated: 20-Apr-2018



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST188	Supply chain resilience	Strategic Risk	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Management and Support Manager				Open

**Potential Effects:** Transport services cannot be provided

**Lead Supporting Officer Comments:** The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors

Last Updated: 02-May-2018

**5 Connected Council**




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST194	Limitations on public funding to subsidise alternative models	Strategic Risk	Ian Bancroft- Chief Officer - Strategic Programmes	Ian Bancroft- Chief Officer - Strategic Programmes				Open

**Potential Effects:** Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities

**Lead Supporting Officer Comments:** Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable.

These plans show funding levels for organisations moving forward into 2018/19 are sustainable.

Last Updated: 16-Apr-2018




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST193	Market conditions which the new alternative delivery models face	Strategic Risk	Ian Bancroft- Chief Officer - Strategic Programmes	Ian Bancroft- Chief Officer - Strategic Programmes				Open

**Potential Effects:** More competition from other agencies or decreasing use of the services means they are in the future unsustainable

**Lead Supporting Officer Comments:** Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to cabinet approval the second year business plan.

Last Updated: 16-Apr-2018




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST196	Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Strategic Risk	Ian Bancroft Chief Officer - Strategic Programmes	Ian Bancroft Chief Officer - Strategic Programmes				Open
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**Potential Effects:** Social enterprises cease trading and asset return to the Council.

**Lead Supporting Officer Comments:** Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.

Last Updated: 27-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST195	Procurement regulations stifling our ability to develop local community and third sector markets	Strategic Risk	Ian Bancroft - Chief Officer- Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes				Open




**Potential Effects:** Social and third sector organisation not able to grow through the winning of new contracts.

**Lead Supporting Officer Comments:** Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy.

Engagement with the community and third sector on the strategy is now being planned. Small working group have developed and are delivering a plan to help council staff commission in a way that delivers community benefits.

Last Updated: 16-Apr-2018




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST191	The capacity and appetite of the community and social sectors	Strategic Risk	Ian Bancroft- Chief Officer - Strategic Programmes	Ian Bancroft- Chief Officer - Strategic Programmes				Open
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**Potential Effects:** Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models

**Lead Supporting Officer Comments:** Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.

Last Updated: 16-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST192	The willingness of the workforce and Trade Unions to embrace change	Strategic Risk	Ian Bancroft- Chief Officer - Strategic Programmes	Ian Bancroft- Chief Officer - Strategic Programmes				Open

**Potential Effects:** Lack of capacity of staff to work with and enable social sector organisations to grow and develop




**Lead Supporting Officer Comments:** This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector.

As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience. A taster session for this programme was provided for 50 people across public sector agencies and over 25 have expressed an interest to do the formal leadership programme

Last Updated: 16-Apr-2018






**6 Serving Council**

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST198	The capacity and capability of the organisation to implement necessary changes from the Digital Strategy.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager				Open

**Potential Effects:** That projects agreed as part of the DS will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes

**Lead Supporting Officer Comments:** There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.

Last Updated: 20-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST197	The scale of the financial challenge	Strategic Risk	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Corporate Accounting and Systems				Open

**Potential Effects:** Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.

**Lead Supporting Officer Comments:** The impact of the Final settlement for Flintshire was a decrease in funding of 0.9%. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options were agreed in February 2018. An initial forecast for 2019/20 will be considered by Cabinet in April 2018.

Last Updated: 18-Apr-2018