



End of Year Council Plan Risk Report 2019/20

Flintshire County Council

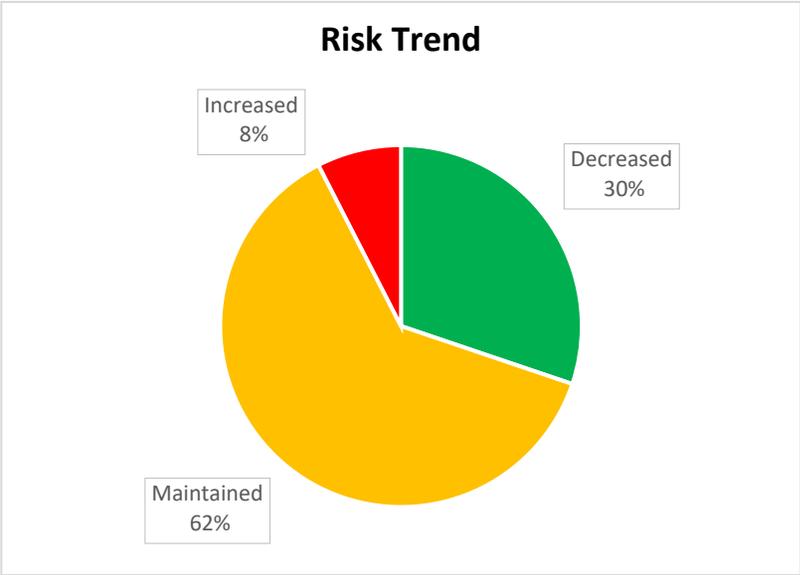
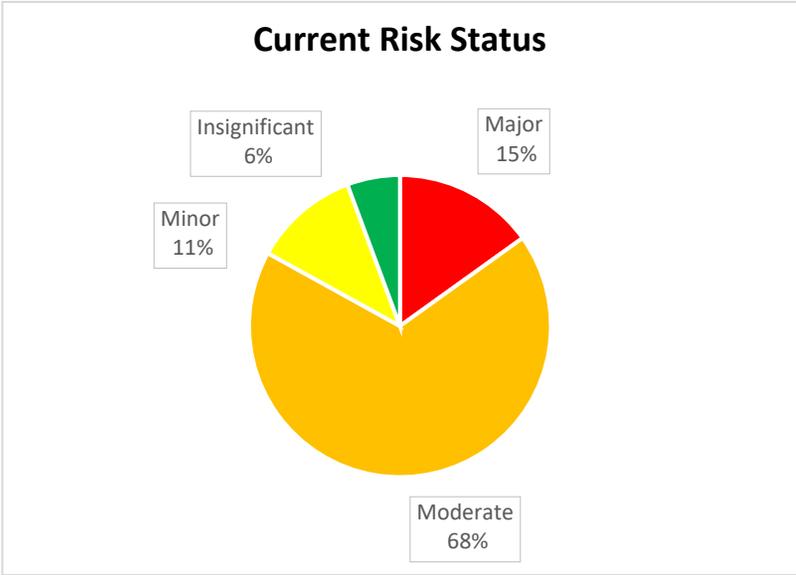


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Analysis



Caring Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Jenni Griffiths - Homeless and Advice Manager	Denise Naylor - Housing Programmes Support Manager				Open
<p>Potential Effect: 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.</p> <p>Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWs commenced in May 2019. The emergency beds provision is in place and is proving to be in demand.</p> <p>Progress Comment: Homelessness remains a high area of risk as a result of a number ongoing factors but it is important to note the risk of an increase in homelessness post COVID-19 is significant. The service is at the moment receiving only approximately 50% of presentations compared to this time last year but this is in the main due to the measures put in place by the Government to protect people from homelessness during COVID-19. At this time it is unclear what will happen once existing measures are withdrawn post COVID-19 but there is a real risk of increased homelessness through a number of factors such as:</p> <ul style="list-style-type: none"> • Recommencement of possession hearings including the backlog from this period. • Rent/Mortgage arrears accrued during this period. • Financial hardship through loss of employment. • Long term changes to affordability of properties due to impacts of the above. <p>Last Updated: 22-Jun-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open
<p>Potential Effect: i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough</p> <p>Management Controls: Housing Strategy and Action Plan 2019 - 24 used to manage Section 106 and Social Housing Grant programmes. A framework to maximize the level of affordable housing. HRA Business Plan will target 50 new social rent homes each year. Introduction of North Wales Construction Framework.</p> <p>Progress Comment: This is, and will remain to be, an ongoing risk as the shortfall of affordable housing to meet local housing need as identified in the Local Housing Market Assessment is 238 per annum, which is rarely met year on year. Therefore, whilst the Council, our Housing Association partners and developers are committed to delivering significant number of affordable housing there will continue to be a shortfall for the foreseeable future. To this effect, the Council's SHARP has delivered a total of 180 new social (114) and affordable rent (66) homes to date. A further 125 new social (72) and affordable rent / low cost home ownership (53) units are under construction or scheduled to start. This includes a scheme at Nant y Gro, Gronant which will deliver a further 41 council and affordable homes subject to planning approval in March 2020. Three further schemes which will deliver a further 111 units are being worked up. The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme. In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years. In light of the findings of the Welsh Government's Affordable Housing Review, the Council is now working with other local authorities and North Wales Housing Associations to develop a North Wales Procurement Framework with North Wales based contractors which could enable it to deliver new housing schemes under new arrangements post the SHARP contract. This could enable the Council to engage with local developers and partner housing associations to deliver sites locally. It is proposed that the new Framework will be live by August 2020. Last Updated: 22-Jun-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager				Closed
<p>Potential Effect: Increased homelessness</p> <p>Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms</p> <p>Progress Comment: This risk has been closed due to not being able to measure the impact of the Welfare Reform Programme directly on the demand for social and affordable housing. Last Updated: 02-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Diminishing land supply for council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	 Green	 Green	↔	Closed

Potential Effect: i) Reduction in number of units delivered

Management Controls: On-going work to maximise the use of Council land and other publically owned land. The Council is working with private developers and housing associations to jointly develop sites to purchase and develop privately owned sites. Introduction of a North Wales Construction Framework in April 2020.

Progress Comment: To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and council homes. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Construction Framework which is being established by local authorities and housing associations. The new Framework is scheduled to go live April 2020.

Last Updated: 22-Jun-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for Council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	 Yellow	 Green	↓	Closed

Potential Effect: A reduction in the construction and delivery of Council houses

Management Controls: Welsh Government (WG) has reduced Borrowing CAP restrictions for the housing Revenue Account (HRA).

Progress Comment: This is no longer considered to be a risk as the cap on borrowing within the housing revenue account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building council homes.

Last Updated: 10-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Jen Griffiths - Benefits Manager	Rafaela Rice - Disabled Facilities Manager	 Amber	 Amber	↔	Open
<p>Potential Effect: 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.</p> <p>Management Controls: i) Monitoring and management of adaptation cases. ii) Ongoing process review. iii) Continually seek ways to further increase cost-efficiency. iv) Increase in budget allocation to meet demand.</p> <p>Progress Comment: The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress. The budget for the programme is currently on track. There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers. A new procurement process is currently being implemented.</p> <p>Last Updated: 12-May-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out: by working in partnership with the Department of Working Pensions (DWP) and other stakeholders to manage any negative impact from falling upon both residents and Council services.	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager				Open

Potential Effect: 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.

Management Controls: Welfare Reform is undoubtedly impacting services. Collaborative working is taking place to improve communication across the teams and active participation with other agencies at hubs and community events will help to identify opportunities for early intervention.

Council Tax Collection continues to be under pressure and a recent review of the claims process for Council Tax Reduction are now in place to make it easier and quicker and will continue to monitor the success of this review. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and will continue to monitor the rate of homelessness.

Frequent budget reviews of the Discretionary Housing Payments funding remains a priority to maximise support for residents.

Progress Comment: Work is underway to identify and manage the impacts of Universal Credit on Council Tenants and their rent accounts. This work is concentrated around early intervention which enables support to be provided to those who need it. This support provides a more realistic chance of the rent accounts becoming more manageable and out of an arrears situation.

There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the Council or directly to the tenant) are made in arrears.

During 2019/20 the Welfare Reform Team continue to provide assistance and support to residents who are impacted by Welfare Reforms with a focus on early identification and intervention to prevent the problem from escalating.

As a result of the current emergency situation, the Welfare Reform Team will continue to respond to and provide ongoing intensive assistance to support residents through personal changes in household financial circumstances for 2020/21.

Commencement in July 2019 of a Department for Works & Pensions Pilot of moving those in receipt of existing benefits or tax credits onto Universal Credit known as managed migration will remain a risk of an increase in demand in services for 2020/21.

A programme of improving communications across teams to help identify customers who will require further support and guidance is ongoing. Council Tax Collection remains under pressure.

Last Updated: 22-Jun-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager				Open

Potential Effect: 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.

Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.

Progress Comment: The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. The team are also responsible for providing welfare and budgeting support and actively engage with customers, landlords and other service providers to ensure customers' needs can be met. There is still a significant numbers accessing this support due to residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.

Last Updated: 11-May-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader				Open

Potential Effect: 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.

Management Controls:

- i) Continue the proactive response to Council tenants impacted by the spare room subsidy ensuring they are supported to remain in, or move from their property, lessening the negative impact on the Housing Revenue Account and the risk of homelessness.
- ii) Flintshire County Council (FCC) funding a personal budgeting support service (delivered by the CAB) for Universal Credit (UC) claimants who experience problems managing their single monthly UC payment, including their housing costs.
- iii) FCC continuing to provide advice and support services helping Flintshire households maximise their income through accessing social security benefits & better managing their financial commitments.
- iv) FCC effective management of Discretionary Housing Payment budget is enabling target support to households, primarily impacted by the welfare reforms.

Progress Comment: Rent arrears have stabilised and being brought under control as the year end outturn reflects an improved financial position where rent arrears have fallen, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.

To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in quarter one allowed the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact. The unprecedented additional work generated by the launch of Universal Credit full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears.

Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit and the Council continues to achieve the highest collection level of any Welsh local authority.

Last Updated: 22-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager				Open
<p>Potential Effect: Local economy will suffer as people can only just afford to spend on essential items.</p> <p>Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation. The Welfare Team provide support with budgeting to assist in this area.</p> <p>Progress Comment: Welfare Rights and Supporting People teams continue to work with residents during the year to explore areas of income maximisation for residents of the County. This work is critical to ensure residents receive the correct levels of Social Security Benefits. Therefore allowing residents to be in a position to contribute more widely to the local economy.</p> <p>Last Updated: 12-May-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.</p> <p>Management Controls: Working with Corporate colleagues to use capital investment to support the development of our in-house provision. Increase bed and extra care capacity for dementia/ learning disabilities. Joint marketing and recruitment campaign, including portals, sharing of candidates, and shared approach. Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.</p> <p>Progress Comment: The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021. Value based recruitment is seeing a positive impact for in-house recruitment; however recruitment within the independent sector remains challenging. No care homes are currently in Escalating Concerns. Situation is fluid with COVID-19 response; launch of Discharge Facilitation Group and opening of 2 new care homes will have an impact.</p> <p>Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Increased waiting times for DoLS assessments and impact on reputation of the Council.</p> <p>Management Controls: Actively prioritise waiting list for DoLS assessments Regularly engage with providers to keep the priority list refreshed. Develop internal processes in preparation for the introduction of legislation relating to Liberty Protection Safeguards.</p> <p>Progress Comment: The waiting list continues to be actively managed, with urgent and review authorisations being prioritised. Training on Liberty Protection Safeguard legislation has taken place, and the additional resource implications are becoming clearer. National guidance remains to be finalised. Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Strategic Policies Advisor					Open
<p>Potential Effect: 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.</p> <p>Management Controls: Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.</p> <p>Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Corporate Safeguarding e-learning modules are available for employees who do not need to undertake specialist training. Further training has been provided by AFTA Thought, who provide drama based training. The training is aimed at employees and the Independent sector working with young children in pre-school settings. Further training on County Lines, Modern Slavery and Prevent has been provided by North Wales Police. These sessions have been well attended by the workforce, school employees and elected members. Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient supply and escalating cost of placements for children with complex needs	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Open

Potential Effect: Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.

Management Controls: Supporting resilient families through the Early Help Hub.

Targeted support to families on the edge of care.

Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group.

Policies and models to attract new foster carers and expand the type of placements offered.

Working with local providers to reshape the residential market.

Maximising local housing options.

Progress Comment: Meeting the needs of children with complex needs remains challenging. We have identified the services that we will develop in house, and those that we will seek to commission, to bring greater resilience, choice and enhanced market supply. A joint service model has been developed with Health for an in house assessment and support Team funded through grant allocation. The service will help prevent escalation on needs and reduce reliance on residential care. A North Wales Regional Market Position Statement for Children's Services has been launched setting our commissioning needs and intentions. Flintshire delivered a workshop for all Independent Fostering Agencies and Residential care Providers in November 2019 to help stimulate appropriate market development. Whilst we have put the above management controls in place, our latest assessment of the level of risk is that it remains red.

Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for domiciliary care	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open

Potential Effect: Delayed discharge from hospital; unable to fulfil need for care packages at home.

Management Controls: Utilising the Care@Flintshire portal to promote vacancies.

Working with providers to establish appropriate fee rates.

Regional Domiciliary Care Agreement in place.

Value Based recruitment.

Investment in the Microcare model.

Progress Comment: We are rolling out training on value based recruitment both in house and in the independent sector, and a task group is looking at recruitment and retention with Communities for Work.

Fee rates have been developed for 2020/21, and providers have been consulted.

Recent work has focused on using our in house domiciliary and reablement resources flexibly to meet the demands of the market. This has enabled us to reduce the waiting list for domiciliary care. Current mitigation in place around COVID-19 response.

Last Updated: 20-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Relationship issues of families under stress and the impacts on relationship quality could increase due to additional financial pressures	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Deteriorating parental relationships and a resulting instability and negative experience for children, and possible escalation into statutory services. Exposure to parental conflict is estimated to feature in the lives of more than 1.2 million children nationally. It does huge damage to children through emotional and behavioural problems during childhood and impact on life chances. It is estimated that for 'intact' families 11% of all children are affected by parental conflict, rising to 28% in workless families. In separated families 50% of children experience levels of parental conflict that are potentially damaging and have longer term impacts on individuals, families, communities and services.</p> <p>Management Controls: In-year mapping and assessment of child poverty to inform future programme and strategy development ensuring maximizing income and reducing family outgoings. Outline our commitments working with partner agencies to target interventions to reduce levels of child and family poverty. Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme.</p> <p>Progress Comment: We are undertaking a high level mapping exercise to help us understand the issues around relationship conflicts. Plans going forward include the use of an element of the grant to increase the knowledge and skills of the workforce to meaningfully support parents with relationship difficulties, to reduce stress on the family and raise awareness and educate into the implications that parental conflict has on the child. The grant will also be used to support innovative provision such as parenting groups and peer support groups. Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to secure sufficient funding to meet the needs of vulnerable families	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: Shows us that age 5 is the key age for intervention, before the opportunity is lost. Children's developmental needs will not be met.</p> <p>Management Controls: In-year mapping and assessment of pathways to ensure that the needs of families are met. Outline our commitments working with partner agencies to target interventions to reduce levels need. Effective planning of services at various tiers of need.</p> <p>Progress Comment: Welsh Government continue to progress the Funding Flexibilities Agenda, with two new Grants with ten programmes of activity; Housing Support (three) and Children and Communities (seven). An outcomes framework is being developed nationally with the aim to support strategic, cross-organisational alignment and ways of working across programmes to enhance the delivery of early intervention, prevention and support services whilst still meeting the terms of the Grant. Flintshire has been successful this year, through Early Years of becoming an Early Years Pathfinder and securing additional funding of £550k, as well as £16k for relationship support. We continue to use these Grants and additional Grants and funding, such as the Transformation Fund to build upon core services and keep in the fore our commitment to integrated services that support the needs of the vulnerable children and adults in our communities through a range of early intervention, prevention and support mechanisms. Despite funding reductions we aim to mitigate or remove disadvantages to vulnerable people to enable them to have the same life chances as others, contributing to a more equal Flintshire and Wales. We continually keep our eye on population needs and opportunities for funding. Last Updated: 20-Apr-2020</p>						

Ambitious Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Jen Griffiths - Benefits Manager	Rafaela Rice - Disabled Facilities Manager	Amber	Amber	↔	Open
<p>Potential Effect: Customers will wait longer to receive adaptation work in their homes</p> <p>Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p>Progress Comment: The performance on Disabled Facility Grant (DFG) timescales has been an area of challenge over time and a management board was established to improve and monitor progress.</p> <p>The budget for the programme is currently on track.</p> <p>Last Updated: 12-May-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Number of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Kim Brookes - Senior Manager - Business Change and Support	Amber	Amber	↔	Open
<p>Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate</p> <p>Management Controls: Continuation of school modernisation and investment programme, will over time, reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure</p> <p>Progress Comment: 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.</p> <p>Last Updated: 19-Mar-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to obtain grant funding to support educational delivery.	Kim Brookes - Senior Manager - Business Change and Support					Open

Potential Effect: Larger class sizes in all phases and potential breach of infant class size regulations.
Challenge in meeting WG recommendations on staffing levels to deliver Foundation Phase curriculum.
Reduction in standards achieved by pupils – risk to Council reputation and risk of Estyn follow up for Education Services.
Reduction in quality of education delivered by schools resulting in more schools in Estyn categories.
Reduction in support for vulnerable pupils e.g. FSM, LAC, ALN.
Higher deficit budgets in schools – corporate finance risk.
Unsustainable schools in some communities.
Increasing redundancy costs for Council as schools cut staff.
Increasing challenge in recruiting senior leaders in schools.
Increasing sickness absence in the school workforce.

Management Controls: Regular finance monitoring through various channels e.g. Cabinet; Chief Officer Team; Overview & Scrutiny; School Budget Forum; Portfolio Finance Team.
Regular interface with Headteachers & Chairs of Governors to maintain open communication.
to support strategic planning by school leaders.
Regular interface with Welsh Government and Welsh Local Government Association to maintain high profile on education spending.
Management of school estate through School Organisational Change Strategy.
Timely referrals to Occupational Health & Care First.

Progress Comment: The risk remains the same overall in that if we do not receive grant funding then core service delivery and impact on learners remains the same. However, at this time, there is no specific example of where we have not received a grant as expected and continuation of some areas of grant funding are expected to be confirmed by the end of March 2020. Some grant funding for schools from Wales Government has been received. Further impact on grants regime following re-purposing of schools has yet to be determined.

Last Updated: 18-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to deliver Growth Deal projects within Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Lynne Fensome - Management and Support Manager	 Amber	 Amber		Open
<p>Potential Effect: "• Reputational risk to the Council.</p> <ul style="list-style-type: none"> • Infrastructure investment does not keep pace with needs and business is lost to the economy. • Support for businesses in Flintshire does not match need and fails to encourage investment. • The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests. • Delays to or reductions to funding streams from UK and Welsh Governments. • Progress in delivering infrastructure investment falls behind schedule. <p>Management Controls: Establish oversight structure to review progress towards delivering growth deal projects (AF).</p> <p>Progress Comment: The Council is involved in the development of all relevant Growth Deal projects and is gearing up to take advantage of the opportunities arising for the County once they have been approved from 2021 onwards.</p> <p>Last Updated: 17-Apr-2020</p>						

Learning Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision					Open
<p>Potential Effect: The fabric of Education and Youth buildings will continue to decline.</p> <p>Management Controls: Condition surveys are carried out to identify priorities. Limited funding to address the backlog of known repair and maintenance works. Capital works reducing the backlog of known repair and maintenance works as part of refurbishments of schools or new schools are being constructed.</p> <p>Progress Comment: Condition and maintenance of the school estate is well managed by the Council, with no schools falling into category "D" for condition. Continuation of capital investment through the School Modernisation Programme is of vital importance, this enables the Council to make significant progress into the repair and maintenance backlog. This programme also supports a reduction of unfilled places and provides a more efficient school estate. The risk will be reviewed when the next cycle of condition surveys are available.</p> <p>Last Updated: 21-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A failure to meet the duties on schools and the Council by the Additional Learning Needs and Education Tribunal (Wales) Act 2018	Jeanette Rock - Senior Manager - Inclusion and Progression	Kim Brookes - Senior Manager - Business Change and Support				Open
<p>Potential Effect: The Council does not have sufficient staff to discharge its duties in line with the published timelines and is challenged through the Education Tribunal system. The duties are extended to cover a wider age range, from 0-25 (previously 3-19) and to also now include young people who engage with further education. The Council currently has no funding allocated to cover the additional learning provision that may be required by the individuals covered by the extended age range. Failure to provide is challengeable through the tribunal system. This is likely to create a corporate financial risk.</p> <p>There are officer capacity issues associated with the transfer of responsibility for commissioning Post 16 specialist provision. Whilst a methodology for funding transfer is being developed, any provision costs which exceed the allocation will need to be funded through the Council's own budget creating a volatile financial risk similar to the current 'Out of County' expenditure.</p> <p>Schools do not have sufficient capacity to meet their duties towards pupils with Additional Learning Needs (ALN) resulting in additional workload for Council officers and potential redress through tribunal.</p> <p>Increasing sickness absence in the workforce due to increase workload demands.</p> <p>Management Controls: Development of Transformation Plan outlining actions against key Welsh Government/Council milestones, particularly in relation to finance. Monitoring of Plan activity on a monthly basis through DMT and Portfolio Finance meetings. Development of a communication strategy to ensure all key stakeholders are informed in a timely manner. Escalation when factors become known to forums such as Programme Board and Overview & Scrutiny Committees. Monitoring through cross Portfolio Meetings/events to ensure wider corporate awareness and understanding of the potential implications.</p> <p>Progress Comment: The duties placed on the Council by the Act have been deferred to the new implementation date of September 2021. Publication of the operating Code has also been delayed to the end of 2020. This will impact on the Council's ability to prepare fully to meet the revised statutory duties however, the current risk level remains low due to the revised implementation date.</p> <p>Last Updated: 17-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Schools not have planned effectively for the introduction of the new curriculum and assessment model	Vicky Barlow - Senior Manager - School Improvement Systems	Kim Brookes - Senior Manager - Business Change and Support	Yellow	Yellow	↔	Open
<p>Potential Effect: Schools unprepared for significant changes to the curriculum and assessment models Lack of clarity for schools and individual teachers around areas of learning and experience Increasing challenge in recruiting and retaining senior leaders and teachers in schools Reducing standards in quality of education and learner outcomes Poor Estyn outcomes for LA and for schools Reputational damage to Council</p> <p>Management Controls: Regular interface with the Regional School Improvement Service (GwE) and Welsh Government to maintain overview of progression of new curriculum introduction. Identification of future school leaders & engagement in Regional School Improvement Service (GwE) professional offer for school leadership. Regular monitoring of progress of individual schools in mapping and evaluation progress in line with national timelines through G6. Regular interface with Headteachers & Chairs of Governors to maintain open communication to support strategic planning by school leaders to meet the requirements of the new curriculum. Regular Quality and Standards meetings with GwE Core Leads. Regular monitoring of vacancies – schools.</p> <p>Progress Comment: All schools are engaged with the "clusters of schools" model adopted regionally to implement the new curriculum. Schools have good levels of involvement on national and local leadership development programmes. The new curriculum for schools was published in January 2020 for implementation in September 2021.</p> <p>Last Updated: 20-Apr-2020</p>						

Green Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager				Closed
<p>Potential Effect: Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p>Management Controls: Raised as a pressure for 2017/18.</p> <p>Progress Comment: The grant ceased to exist in 18/19 and was replaced but the competitive Enabling Nature Grant. An application was made but was unsuccessful, therefore the shortfall in funding from the Single Environment Grant is having to be found from service budgets.</p> <p>Last Updated: 04-Nov-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager				Open
<p>Potential Effect: Flooding of homes and businesses across the county. Potential homelessness.</p> <p>Management Controls: Review our approach to funding capital projects.</p> <p>Progress Comment: Under the Land Drainage Act 1991, the Council as Lead Local Flood Authority has powers available but is not compelled to undertake flood alleviation works. Flood alleviation schemes are considered in accordance with defined national protocols (based on the Five Case Business Model Approach) in order to be included in Welsh Government's 'Pipeline Programme' which can provide Flood Defence Grant in Aid funding at 85% match funding. At present Flintshire Council have no active schemes in the national programme. Several local sites have been identified with potential for viable flood alleviation schemes. Dedicated resource isolated from delivering statutory legislative Flood Coastal Erosion Risk Management (FCERM) duties is required within the Team to develop these local flood risk sites into schemes for consideration for inclusion into Welsh Government's 'Pipeline Programme'. A Team structure review in quarter one of 2020/21 will seek opportunities to address this. Welsh Government have noted the decline in schemes and are considering implementing measures to support Local Authorities, including regional dedicated 'Project Managers' to facilitate scheme delivery on behalf of local FCERM clients. Recruitment into the team was planned for quarter four but has been put on hold in response to the pandemic.</p> <p>Last Updated: 23-Jun-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Network Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p>Potential Effect: Deterioration of the condition of highways in Flintshire.</p> <p>Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.</p> <p>Road Safety Scheme identification for improvement to routes through available funding.</p> <p>Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.</p> <p>Progress Comment: The funding provided for the highway infrastructure maintenance programmes has been allocated and will be spent by the end of the financial year, however the delivery of some of the final schemes were impacted by COVID-19 and will be completed once restrictions and resources allow. The annual funding remained below the level of funding required to maintain a Steady State in the condition of the road network, which would need to be more than £2.7m per annum. Streetscene & Transportation agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved. Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for the next financial year. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure, and this will continue whilst being mindful of the impact of COVID-19 on the deliverability of the schemes during the summer season, which is the best time of year for the works to be carried out.</p> <p>Last Updated: 18-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Anthony Stanford - Highways Strategy Manager				Open
<p>Potential Effect: Decrease in bus services to residents, particularly in rural areas</p> <p>Management Controls: Develop services so that they become more commercially viable</p> <p>Progress Comment: The bus subsidy is now complete with 10 Local Travel arrangements in place. A review of the local travel arrangements is now taking place and alternative solutions have been recommended where utilisation and patronage on arrangements is particularly low. This will allow the routes to be sustainable going forward.</p> <p>Last Updated: 16-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Ceri Hansom - Integrated Transport Unit Manager	Anthony Stanford - Highways Strategy Manager				Open

Potential Effect: Transport services cannot be provided
Management Controls: i) Management of safety compliance checks.
ii) Management of financially compliant contracts
Progress Comment: 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. Due to the current emergency situation the risks to suppliers have increased. Action has been taken by Welsh Government and local authorities to mitigate the risk by providing a financial support package to the industry. The risk will escalate in the event that financial support is withdrawn.
Last Updated: 16-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Network Manager					Open

Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance
Increase in insurance claims.
Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Progress Comment: During the Summer of 2019, pothole repairs were undertaken in a countywide programme of patching to ensure that the Highway Network is in a safe condition for the travelling public.
Repairing the Council's roads is a priority for the service and Area Coordinators continue to identify safety defects on the network, and prioritise the roads in need of repair. This response to defect repair is delivery through the in-house Streetscene & Transportation Service Delivery teams.
Last Updated: 18-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Ruth Cartwright - Regulatory Services Manager			↔	Open
<p>Potential Effect: i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services. iii) Increase in individual car usage.</p> <p>Management Controls: Officer appointed to work full time on the Community Transport / Local Travel arrangement project. Review of schemes to be undertaken 2019/2020</p> <p>Progress Comment: An officer has been appointed in October 2019 to review local travel arrangements implemented and develop work with demand responsive transport. Following a review of services where patronage is low, from January 2020, two local transport arrangements have been replaced with a demand responsive transport arrangement. Further work is ongoing with local communities and operators to review local travel arrangements throughout the County.</p> <p>Last Updated: 16-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public acceptance and support for recycling and re-use	Ruth Cartwright - Regulatory Services Manager				↔	Open
<p>Potential Effect: Increased financial pressure to pay for disposal of residual waste. Failure to meet Welsh Government statutory recycling/re-use/composting targets.</p> <p>Management Controls: Continued public engagement with Flintshire residents to educate on waste management issues. Monitoring of resident recycling participation rates. The use of enforcement to ensure compliance with recycling collection requirements.</p> <p>Progress Comment: The Council has achieved the statutory recycling target for 2024-5. The Council recently consulted with residents on the future of the collection service. Almost 9000 responses were received clearly showing that residents are engaged and value the current service. Feedback received will be used to target education campaigns to improve understanding and engagement. The Christmas waste campaign was well received by residents and Members. Ongoing engagement through the month of March (via email/press/website) to update residents on changes to waste service in light of the coronavirus pandemic.</p> <p>Last Updated: 14-Apr-2020</p>						

Safe and Clean Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increased demand on enforcement services with introduction of new legislation	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p>Potential Effect: Lack of resilience to respond to parking contraventions or environmental crimes. Increased environmental crimes resulting in deterioration of natural environment. Decreased highway safety.</p> <p>Management Controls: Review upcoming legislative changes. Improved time management of current enforcement team.</p> <p>Progress Comment: Management Control in terms of Improving the Time Management of the Officers. The rota was changed Spring 2018 to effectively change the conflict of crossover within the job roles and allow the continuity of patrol to be more time effective. The team numbers have also increased from four to eight, and flexible working hours have also been introduced. Management changes to the rota are reflected in service demand and issues as reported in specific areas by members of the public, school, councillors etc. Cabinet approval to employ two further enforcement officers with increase in workload.</p> <p>Last Updated: 17-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of public support for enforcement services	Vicky Plant - Support Services Manager	Ruth Cartwright - Regulatory Services Manager				Open
<p>Potential Effect: Lack of support for the enforcement services. Rescinding of enforcement action leading to lack of confidence in service. Abuse and aggression towards the enforcement team. Increased traffic contraventions and environmental crime occurrences.</p> <p>Management Controls: Improved engagement with public via education and engagement events. Improved understanding of what a parking or environmental crime is. Engagement with NWP via Chief Officer, monthly reports now being circulated and logging of all incidents reported by Enforcement Officers.</p> <p>Progress Comment: Ongoing Educational Campaigns have been progressed to provide residents with understanding on current legislation and the need to comply. Education takes place before the implementation of any new legislation introduced. Enforcement services fully operated by in-house team, focusing on education before enforcement.</p> <p>Last Updated: 17-Apr-2020</p>						

Connected Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance	Amber	Yellow	↓	Open
<p>Potential Effect: 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.</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: We continue to make progress in growing the social sector through the development of Community Asset Transfers and Alternative Delivery Models. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's)face	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance	Amber	Yellow	↓	Open
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable.</p> <p>Management Controls: Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress.</p> <p>Progress Comment: Aura, Newydd and HFT have now successfully taken forward their Business Plans. Regular reporting to the Council through the appropriate Scrutiny Committees continues to take place.</p> <p>Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance	Amber	Yellow	↓	Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities.</p> <p>Management Controls: Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases.</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans have been shared with the Council and show that funding levels for organisations moving forward into 2020/21 are sustainable.</p> <p>Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance			↔	Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the Council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings of Community Asset Transfers (CATs) have been ongoing and it has been identified that the new organisations running CATs are sustainable and well regarded social businesses. The programme of CAT review and support is ongoing to ensure that these social businesses continue to offer well regarded services.</p> <p>Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduced national funding reduces our ability to invest in communities and work proactively with them to develop their resilience	Neil Ayling - Chief Officer - Social Services	Jacque Slee - Team Manager Performance			↔	Open
<p>Potential Effect: Communities cannot capitalise on their resources and resort to support from statutory services.</p> <p>Management Controls: Work with communities to identify key challenges and barriers that they face as individuals and collectively; and use a framework of tools to help them to design a local response to address them.</p> <p>Help communities, and leaders from within communities, to develop the skills and confidence to support their community to respond to challenges and optimise opportunities to thrive.</p> <p>Be smarter about securing and linking potential social investment to locally identified priorities.</p> <p>Work proactively with our supply chain to maximise the impact that our investment and collaboration has for communities across Flintshire.</p> <p>Progress Comment: The Council and other stakeholders have been proactive in maximizing the available funding to invest in communities. We are engaging and working with local alternative delivery models (ADM's), and other alternatives to improve community resilience. We are actively reviewing community asset transfer (CAT) projects to ensure that they are successful and pursue key priorities of the council.</p> <p>Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customers who do not have access to technology, or the confidence to use it.	Rebecca Jones - Customer Services and Registration Manager	Margaret Parry-Jones - Overview & Scrutiny Facilitator				Closed

Potential Effect: Customers are excluded from accessing Council services e.g. school admissions, and do not access benefits they are entitled to receive e.g. Council Tax Reduction.

Management Controls: Flintshire Connects provides face to face support for vulnerable customers who need assistance to access services. All Connects Centre are equipped with self-service facilities to assist those people who do not have access to technology and the team can signpost to other support e.g. Aura (libraries). The Customer Service Advisors are trained to support customers who do not have confidence to use digital technology e.g. creating email accounts, navigating website, applying for services online. The intention is to introduce Digital Champions moving forward to further support our customers and ensure no one is excluded from accessing Council services now and in the future.

Progress Comment: This risk has been closed due to it also being measured through various KPI's.

Last Updated: 13-Jan-2020

Serving Council

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Strategic Finance Manager				Open
<p>Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p>Management Controls: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.</p> <p>Progress Comment: The Council considered the final options for the budget on 18th February 2020 and was able to approve a legally balanced budget, although there were no indicative amounts provided for 2021/22 and beyond.</p> <p>The current emergency began towards the end of the financial year and will have a significant impact on public finances including local government. Even prior to the pandemic, the medium term was forecast to be challenging with an initial high level forecast for 2021/22 of a gap of £10m. This is currently being reviewed following a Medium Term Financial Strategy (MTFS) workshop held in early March 2020 and an update on the future outlook is due to be reported to Members prior to the Summer recess.</p> <p>Last Updated: 23-Jun-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance					Open
<p>Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p>Management Controls: 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</p> <p>Progress Comment: A detailed programme of works has been developed including all the Council's aspirations. This has been developed into a phased action plan with sufficient resource allocated to achieve the aspirations. Resources are tight, especially in certain teams, and work is planned based on an assessment of which teams are needed to complete the task and whether they have capacity. Any significant extra requests for work will delay the existing planned actions.</p> <p>Last Updated: 20-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fully funding demand led services and inflationary pressures	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager				Open

Potential Effect: Reductions or cessation of services and high increases in Council Tax levels
Management Controls: National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.
Maximisation of business planning efficiencies from Portfolios and increases to fees and charges
Progress Comment: The Council successfully developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA). The Council will continue to press for fully funded demand led services and inflationary pressures as it progresses and updates its Medium Term Financial Strategy.
Last Updated: 23-Jun-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Competing priorities and limited organisational capacity slow the pace of change	Gareth Owens - Chief Officer - Governance	Lisa McQuaide - Project Manger				Open

Potential Effect: It will delay implementation of projects and the improvements to service or income they might generate.
Management Controls: The Digital Strategy Board has ranked all the current projects based on organisational significance and is preparing work plan based on the available capacity.
Progress Comment: Planned work programme discussions have taken place and some items within have been scheduled - risk level currently remains the same in terms of competing priorities and capacity. Digital Strategy Board governance arrangements are in place to support this.
Last Updated: 15-Apr-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Encouraging our customers to access services digitally results in some people finding it more difficult to get the support or service they need	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Closed

Potential Effect: Sectors of our population could find it more difficult or be unable to access the services they need.
Management Controls: The Council will continue to provide services via its telephone contact centre and Connects offices.
Progress Comment: This risk has been closed due to the risk no longer being appropriate and the lack of opportunity to measure a meaningful and reflective impact.
Last Updated: 13-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
A shift in technical and digital skill-sets is required to ensure we can support new digital ways of working.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Closed
<p>Potential Effect: It will sub-optimize the benefits or savings that might be achieved from digital services and will slow the pace of take up of digital services.</p> <p>Management Controls: Each project will include its own staff development plan to ensure that skills exist to utilize new digital technology as it is installed. Digital skills will be included as essential criteria when recruiting. The Council will need to consider building a team to support the website.</p> <p>Progress Comment: This risk is to be reassessed as we are not able to report on it efficiently or effectively.</p> <p>Last Updated: 24-Jan-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Potential impact on service demand when setting fees and charges	Kelly Oldham Jones - Income Generation and Marketing Manager	Rachael Corbelli - Finance Manager				Open
<p>Potential Effect: Reduced service demand and knock on effect on workforce capacity. Reduced income and/or failure to achieve income target.</p> <p>Management Controls: Market analysis for new fees/charges to inform level of charging. Three year staged approach to achieve full cost recovery, allowing incremental increases rather than one significant in year change. Annual review of fees and charges which will consider service demand and enable fees and charges to be reviewed in line with demand/cost analysis.</p> <p>Progress Comment: This risk is ongoing, with the management controls deployed when setting new fees/charges and for the annual review as and when required.</p> <p>Last Updated: 21-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Meeting Internal Targets	Sara Dulson - Strategic Finance Manager	Gary Ferguson - Corporate Finance Manager				Open
<p>Potential Effect: Impact on the overall financial position of the Authority impacting on Medium Term Financial Strategy (MTFS).</p> <p>Management Controls: Review of in year efficiencies and mitigate any shortfalls. Review of income and expenditure to ensure financial management is robust. Review at Programme Board and escalation as necessary.</p> <p>Progress Comment: Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the Medium Term Financial Strategy (MTFS). Programme Boards receive an update on the financial position for the portfolio at each meeting. The Month 11 revenue monitoring report confirms that 91% of the in-year efficiencies will be met by the end of the financial year. The 2020/21 budget included some pressures for efficiencies that were unable to be mitigated and the MTFS continues to be updated as part of the ongoing review.</p> <p>Last Updated: 14-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The appetite of collaborative partners limits the scope for new collaborations and can bring into question the long-term viability of existing collaborations where performance and/or cost-benefit is questioned.	Colin Everett - Chief Executive	Joanne Pierce - Executive Officer (Chief Executives Suite)				Open
<p>Potential Effect:</p> <ul style="list-style-type: none"> • Failure to deliver efficiencies • Reputational damage • Failure to deliver corporate priorities <p>Management Controls:</p> <ul style="list-style-type: none"> • Ensure that all service change takes into account collaborative benefits as one of the options • Regularly monitor progress of existing collaborations • Ensure appropriate governance arrangements are in place, both at transition and as part of the final collaboration • Provide political and professional profile for ongoing collaborative projects <p>Progress Comment:</p> <ul style="list-style-type: none"> - All portfolio business plans consider collaborations as a model of delivery. - Progress against collaboration models is monitored and reported upon twice annually; including providing a position statement to WLGA. - All collaborations consider and make arrangements for appropriate governance; following the governance arrangements of the lead authority. - Cabinet are informed of the progress against ongoing collaborative projects twice annually. Flintshire takes a professional role in all the collaborations we are a partner in. <p>Last Updated: 23-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The transition of one service model to another	Neal Cockerton - Chief Officer - Housing and Assets	Lynne McAlpine - Personal Assistant				Open
<p>Potential Effect:</p> <ul style="list-style-type: none"> • Delay in the transition • Anticipated efficiencies will not be realised leading to potential increased cost <p>Management Controls:</p> <ul style="list-style-type: none"> • Ensure adequately resourced • Realistic programmes regularly managed and monitored • Regular reporting to COT, Cabinet and Scrutiny <p>Progress Comment: This risk affects a number of service areas. The specific risk to Housing and Assets is related to housing repairs expanding on external opportunities. This is at concept stage.</p> <p>Last Updated: 17-Apr-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Increasing costs of service delivery and rising demand for some services	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Strategic Finance Manager				Open
<p>Potential Effect: The Council may not be able to deliver services or may not be able to set a legal balanced budget</p> <p>Management Controls:</p> <ul style="list-style-type: none"> • Regular monitoring of budgets • Escalation of areas of increasing financial risk such as increased cost and demand • Seek additional national funding for inflationary uplifts and areas of high service demand • Challenge by finance for mitigation within the service • Prevention strategies to minimise demand • Regular reporting to COT/Cabinet/Council <p>Progress Comment: The Council monitors the cost of service delivery through revenue monthly monitoring with service managers and reports to Cabinet. The Council approved a balanced budget at its meeting on 18 February 2020 for 2020/21 and this will be monitored on a monthly basis through reporting to Cabinet. Any issues relating to service delivery and rising demand are considered as part of the ongoing work on the Councils Medium Term Financial Strategy.</p> <p>Last Updated: 23-Jun-2020</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Not investing sufficiently in the resource to modernise our business processes and technologies.	Mandy Humphreys - IT Business Services Manager	Aled Griffith - IT Infrastructure Manager, Gareth Barclay - Senior Performance and Business Data Officer				Closed
<p>Potential Effect: This will impact both our customers, who increasingly expect to access services digitally and our partners, who increasingly wish to collaborate with us digitally.</p> <p>Failure to digitise services will limit the degree to which the council will be able to deliver associated efficiencies.</p> <p>Management Controls: The Digital Strategy Board will assess business cases for inclusion in the Digital Strategy with prioritization given to those likely to deliver tangible benefits to the public.</p> <p>Funding arrangements to support business cases will need to be included.</p> <p>Any business cases/projects that are considered critical to the success of the strategy where no funding is available should be submitted as bids as part of the councils Medium Term Financial Strategy/Capital Strategy.</p> <p>Progress Comment: Closed as the risk is a duplicate of another risk - 'Competing priorities and limited organisation capacity slow the pace of change'.</p> <p>Last Updated: 16-Jun-2020</p>						