

# Corporate Recovery Risk Register

Recovery Committee Version: 03

Reviewed: 31.8.21

Key		
Underlying Risk Rating	The risk rating before any mitigating actions	
Current Risk Rating	This risk rating following the planned mitigation actions	
Target Risk Rating	The risk rating which is realistically achievable and by when	
Risk Trend	The trend of the risk since the last review date	
NC ↔	No change in risk trend since last review	
Risk Status	Open denotes a live risk	Closed denotes a closed risk

## Finance – Income

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF01</b> Updated	No replacement Government funding to replace income in an extended recovery phase Note: risk trend is reducing as the hardship fund has now been confirmed for the remainder of the financial year 2021/22.	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q3 2021/22	G ↓	Open
<b>CF02</b> Updated	A continued loss of income in the recovery phase and beyond should public behaviour change Note: risk trend is reducing as the hardship fund has now been confirmed for the remainder of the financial year 2021/22.	Strategic	Gary Ferguson	Sara Dulson	R	A	A Open	G ↓	Open
<b>CF03</b> Updated	A continued loss of income in trading services in recovery Note: risk trend is reducing as the hardship fund has now been confirmed for the remainder of the financial year 2021/22.	Strategic	Gary Ferguson	Sara Dulson	R	A	A Q4 2021/22	G ↓	Open
<b>CF04</b>	A continued loss of income for Aura as Deeside Leisure Centre is retained in part as a mass vaccination centre	Strategic	Colin Everett	Rachael Corbelli	R	A	G Q1 2022/23	NC ↔	Open
<b>CF05</b>	An increase in the overall level of debt owed to the Council	Strategic	Gary Ferguson	David Barnes	R	A	A Q4 2021/22	NC ↔	Open
<b>CF19</b>	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	Strategic	Gary Ferguson	David Barnes	R	A	A Q4 2021/22	NC ↔	Open

## Finance - Reserves

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF07</b> Updated	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase Note: target risk date updated to align to the budget setting process for 2022/23	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q4 2021/22	NC ↔	Open

## Finance - Council Tax

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF08</b>	A reduction in Council Tax collection impacts on (1) cash-flow and (2) the annual budget	Strategic	David Barnes	Sara Dulson	R	A	A Q4 2021/22	NC ↔	Open
<b>CF09a</b>	Rise in demand for CTRS has financial impacts on the Council budget because the base subsidy from Welsh Government is not increased to meet the additional cost	Strategic	Jen Griffiths	Gary Ferguson	R	A	A Q4 2021/22	NC ↔	Open

### Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF10	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	Operational	Gary Ferguson	Sara Dulson	A	A	G Open	NC ↔	Open

### Finance - Treasury Management

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF11	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	Strategic	Gary Ferguson	Liz Thomas	A	G	G Open	NC ↔	Open
CF12	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	Strategic	Gary Ferguson	Liz Thomas	A	G	G Q4 2021/22	NC ↔	Open
CF13	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	Strategic	Gary Ferguson	Phil Latham	R	G	G Open	NC ↔	Open

### Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF14	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan	Strategic	Neal Cockerton	Rachael Corbelli David Barnes	R	R	A Q4 2021/22	NC ↔	Open

### Finance - Capital Programme

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF15	Impact on the Capital Programme of loss of/reduction in planned Government specific grants	Strategic	Neal Cockerton	Liz Thomas	A	G	G Q4 2021/22	NC ↔	Open
CF16	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances	Strategic	Neal Cockerton	Liz Thomas	A	G	G Q3 2021/22	NC ↔	Open

### Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF18	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2022/23 due to a change to fiscal policy as part of national recovery planning	Strategic	Colin Everett	Gary Ferguson	R	A	A Q4 2021/22	NC ↔	Open

### Workforce - Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW03	Cost associated with carry forward of accrued leave across multiple leave years (i.e. from 2020/21 to 2021/22 and 2022/23)	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2021/22	NC ↔	Open

### Workforce - Capacity

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW09	Excessive and unsustainable demands for support for the regional Test, Trace and Protect (TTP) Programme depletes the workforce and impacts on service delivery	Strategic	Colin Everett	Sharon Carney	A	A	G Q4 2021/22	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW10</b>	Impacts of the third wave in the pandemic on the continuous availability of key workers to operate services in a further response phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW11</b>	Increase in demand for Occupational Health and supplementary services	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW14</b>	Increase in workforce turnover due to employees making personal life choices and impact of volatility and change in the employment market which impacts on successful recruitment to vacancies.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW21</b>	Impact on the most vulnerable members of our workforce due to ongoing remote working	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW22</b>	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW24</b>	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate and need support with blended learning.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>R</b>	<b>A</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW27</b>	Impact on services due to the backlog of First Aiders whose qualification has expired as a result of the ongoing restrictions and now need to retrain to gain requalification	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>R</b>	<b>A</b>	<b>G</b> Q4 2021/22	<b>NC</b> ↔	<b>Open</b>

#### Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW16</b>	Increased sickness absence both COVID and non COVID related	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW17</b>	Increased numbers of mental health related absences	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW18</b>	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2021/22	<b>NC</b> ↔	<b>Open</b>
<b>CW28</b>	Impact of Long COVID and the ability of employees to return to work within previously agreed/anticipated timescales.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2021/22	<b>NC</b>	<b>Open</b>

#### Governance - Information and systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CG01</b>	Cyber-attack through bogus Covid-19 email	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>A Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CG02</b>	Loss of data or system hack due to malware or the use of unauthorised apps	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>A Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CG04</b>	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Mandy Humphreys</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2021/22	<b>NC</b> ↔	<b>Open</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CG14</b>	Delay in or increased cost of obtaining digital devices due to continued demand arising from the response to the pandemic	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G Q3 2021/22</b>	<b>NC ↔</b>	<b>Open</b>

#### Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CG07</b>	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G Q3 2021/22</b>	<b>NC ↔</b>	<b>Open</b>
<b>CG08</b>	Emergency legislation is repealed prematurely and before we are ready to resume normal services	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G Q3 2021/22</b>	<b>NC ↔</b>	<b>Open</b>

#### Previously Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW01</b>	Impact on Council Alternative Delivery Models (ADM's) subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Rachael Corbelli</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW02</b>	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh Local Authorities or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) affordability	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW04</b>	Cost impacts of the retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW08b</b>	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09							
<b>CG11</b>	Insufficient information availability to provide an adequate annual statement of assurance	<b>Strategic</b>	<b>Chief Executive</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG14</b>	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW02a</b>	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW05</b>	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW06</b>	Insufficient availability of occupational work groups to restore services	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW09a</b>	Inadequate funding availability from Welsh Government to support a regional TTP Programme	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW09b</b>	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW15</b>	The resilience of senior and supporting management following a long and demanding response phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW19</b>	Impact of delayed bereavement leave – on attendance and mental health	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q1 2021/22</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG06</b>	Resumption of democratic processes reduces our capacity to support recovery work	<b>Strategic</b>	<b>Chief Executive</b>	<b>Gareth Owens</b>	<b>R</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG12</b>	Changes to established managerial and democratic systems results in challengeable decision-making	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG13</b>	Changes to established managerial and democratic systems result in failure to properly authorise a decision	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW09c</b>	The impacts on workforce planning of the unavailability of antibody testing	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CG05</b>	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G Q3 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CG03</b>	Data loss or inaccuracy due to disrupted ways of working	<b>Operational</b>	<b>Gareth Owens</b>	<b>Alun Kime</b>	<b>R</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW07</b>	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above)	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW23</b>	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from non-exempt countries or territories	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CG09</b>	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	<b>Operational</b>	<b>Gareth Owens</b>	<b>Robert Robins</b>	<b>A</b>	<b>A</b>	<b>G Q3 2021/22</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CG10</b>	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	<b>Operational</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW26</b>	The impacts on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>R</b>	<b>A</b>	<b>G Q2 2021/22</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW20a</b>	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CF20</b>	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>David Barnes</b>	<b>R</b>	<b>A</b>	<b>A Q1 2021/22</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CF06</b>	Insufficient reserves remain following the response phase	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>R</b>	<b>A</b>	<b>G Q1 2021/22</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CF09</b>	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy	<b>Strategic</b>	<b>Jen Griffiths</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G Q4 2021/22</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CF17</b>	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>A</b>	<b>A</b>	<b>G Q1 2021/22</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW01a</b>	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Rachael Corbelli</b>	<b>R</b>	<b>G</b>	<b>G Q2 2021/22</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW08a</b>	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>

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<b>CW12</b>	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>NC</b> ↔	<b>Closed</b>
<b>CW25</b>	Impact on International/European PPE supply chain following Brexit Note: risk closed due to PPE supply chain not being impacted upon	<b>Operational</b>	<b>Andrew Farrow</b>	<b>Vanessa Johnson</b>	<b>A</b>	<b>A</b>	<b>G Q1 2021/22</b>	<b>NC</b> ↔	<b>Closed</b>
<b>CW13</b>	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices - competition, certainty	<b>Operational</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Closed</b>
<b>CW20</b>	Impact on our workforce due to schools operating in a different way and the impact on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q1 2021/22</b>	<b>NC</b> ↔	<b>Closed</b>

Risk Matrix

<b>Impact Severity</b>	<b>Catastrophic</b>	<b>Y</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>B</b>	<b>B</b>
	<b>Critical</b>	<b>Y</b>	<b>A</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>R</b>
	<b>Significant</b>	<b>G</b>	<b>G</b>	<b>Y</b>	<b>A</b>	<b>A</b>	<b>R</b>
	<b>Marginal</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>Y</b>	<b>Y</b>	<b>A</b>
		<b>Unlikely</b>	<b>Very Low</b>	<b>Low</b>	<b>High</b>	<b>Very High</b>	<b>Extremely High</b>
<b>Likelihood of risk happening</b>							