

# Corporate Recovery Risk Register

Recovery Committee Version: 05

Reviewed: 17.12.21

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: target risk dates updated due to a need to assess the provisional settlement received on 21 December	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>R</b>	<b>A</b>	<b>G</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>
<b>CF02</b>	A continued loss of income in the recovery phase and beyond should public behaviour change	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>R</b>	<b>A</b>	<b>A</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CF03</b>	A continued loss of income in trading services in recovery	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>R</b>	<b>A</b>	<b>A</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>
<b>CF04</b>	A continued loss of income for Aura as Deeside Leisure Centre is retained in part as a mass vaccination centre	<b>Strategic</b>	<b>Neal Cockerton</b>	<b>Rachael Corbelli</b>	<b>R</b>	<b>A</b>	<b>G</b> <b>Q1 2022/23</b>	<b>NC</b> ↔	<b>Open</b>
<b>CF05</b>	An increase in the overall level of debt owed to the Council	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>David Barnes</b>	<b>R</b>	<b>A</b>	<b>A</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>
<b>CF19</b>	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>David Barnes</b>	<b>R</b>	<b>A</b>	<b>A</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>

## 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>	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>R</b>	<b>A</b>	<b>G</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>

## 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	<b>Strategic</b>	<b>David Barnes</b>	<b>Sara Dulson</b>	<b>R</b>	<b>A</b>	<b>A</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>
<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	<b>Strategic</b>	<b>Jen Griffiths</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>A</b>	<b>A</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>

## 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
<b>CF10</b>	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	<b>Operational</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>A</b>	<b>A</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>

### 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 - 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 Updated	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances Note: target risk date updated due to Capital Programme 22/23 – 24/25 approval in December.	Strategic	Neal Cockerton	Liz Thomas	A	G	G Q3 2022/23	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	Neal Cockerton	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	Neal Cockerton	Sharon Carney	A	A	G Q4 2021/22	NC ↔	Open
CW10 Updated	Impacts of the third wave in the pandemic on the continuous availability of key workers to operate services in a further response phase Note: current risk rating and trend is increasing across the Council due to a variety of reasons including but not limited to the impact of absences due to side effects of the COVID booster vaccination	Strategic	Sharon Carney	Chief Officers	A	R	G Open	R ↑	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>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> Updated	Increase in workforce turnover due to employees making personal life choices and impact of volatility and highly competitive employment market which impacts on our ability to fill vacancies and retain existing employees Note: current risk rating and risk trend is increasing across the Council. Some services are impacted more than others as they are dealing with the compound effect of recruitment and retention difficulties	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>R</b>	<b>G Open</b>	<b>R</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> Updated	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 Note: current risk rating and risk trend reducing to green. We have been working in partnership with Coleg Cambria, those who needed to regain their qualification have attended and completed or been offered a place	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>R</b>	<b>G</b>	<b>G</b> Q4 2021/22	<b>G</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> Updated	Increased sickness absence both COVID and non COVID related Note: current risk rating and risk trend is increasing due to increased levels of sickness across the Council.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>R</b> ↑	<b>Open</b>
<b>CW17</b> Updated	Increased numbers of mental health related absences Note: current risk rating and risk trend is increasing due to due to the pro-longed impact of the pandemic and other external factors such as increased cost of living	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>R</b> ↑	<b>Open</b>
<b>CW18</b> Updated	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales Note: current risk rating and risk trend is increasing due to due to the pro-longed impact of the pandemic and associated demands on the NHS	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G</b> Q4 2021/22	<b>R</b> ↑	<b>Open</b>
<b>CW28</b> Updated	Impact of Long COVID and the ability of employees to return to work within previously agreed/anticipated timescales Note: current risk rating and risk trend is increasing	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G</b> Q4 2021/22	<b>R</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
CG01	Cyber-attack through bogus Covid-19 email	Strategic	Gareth Owens	Aled Griffith	R	A	A Open	NC ↔	Open
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	Strategic	Gareth Owens	Aled Griffith	R	A	A Open	NC ↔	Open
CG04 Updated	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects Note: risk trend is increasing and current risk rating has increased to amber due to limited ICT service capacity for a number of priority projects.	Strategic	Gareth Owens	Mandy Humphreys	A	A	G Q4 2021/22	R ↑	Open
CG14 Updated	Delay in or increased cost of obtaining digital devices due to continued demand arising from the response to the pandemic Note: risk trend is increasing due to lead times on equipment are currently increasing to a global chipset shortage.	Strategic	Gareth Owens	Aled Griffith	A	A	G Q4 2021/22	R ↑	Open

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
CG07	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q3 2021/22	NC ↔	Open
CG08	Emergency legislation is repealed prematurely and before we are ready to resume normal services	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q3 2021/22	NC ↔	Open

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
CW01	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	Strategic	Sharon Carney	Rachael Corbelli	A	G	G Q3 2020/21	G ↓	Closed
CW02	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	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW04	Cost impacts of the retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	NC ↔	Closed
CW08b	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09							
CG11	Insufficient information availability to provide an adequate annual statement of assurance	Strategic	Chief Executive	Lisa Brownbill	R	G	G Q2 2020/21	G ↓	Closed
CG14	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q2 2020/21	G ↓	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW02a	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	Strategic	Sharon Carney	Gary Ferguson	R	G	G Q3 2020/21	G ↓	Closed
CW05	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	G ↓	Closed
CW06	Insufficient availability of occupational work groups to restore services	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW09a	Inadequate funding availability from Welsh Government to support a regional TTP Programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW09b	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW15	The resilience of senior and supporting management following a long and demanding response phase	Strategic	Sharon Carney	Julie Luff	A	G	G Q3 2020/21	G ↓	Closed
CW19	Impact of delayed bereavement leave – on attendance and mental health	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	G ↓	Closed
CG06	Resumption of democratic processes reduces our capacity to support recovery work	Strategic	Chief Executive	Gareth Owens	R	G	G Q3 2020/21	G ↓	Closed
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q3 2020/21	G ↓	Closed
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q2 2020/21	NC ↔	Closed
CW09c	The impacts on workforce planning of the unavailability of antibody testing	Strategic	Colin Everett	Sharon Carney	A	G	G Q3 2020/21	NC ↔	Closed
CG05	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	Strategic	Gareth Owens	Aled Griffith	A	A	G Q3 2020/21	NC ↔	Closed
CG03	Data loss or inaccuracy due to disrupted ways of working	Operational	Gareth Owens	Alun Kime	R	G	G Q4 2020/21	NC ↔	Closed
CW07	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above)	Operational	Sharon Carney	Business Partners	A	G	G Q3 2020/21	NC ↔	Closed
CW23	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	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Closed
CG09	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	Operational	Gareth Owens	Robert Robins	A	A	G Q3 2021/22	NC ↔	Closed
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	Operational	Gareth Owens	Aled Griffith	A	A	G Open	NC ↔	Closed
CW26	The impacts on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers	Operational	Sharon Carney	Julie Luff	R	A	G Q2 2021/22	NC ↔	Closed
CW20a	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	Operational	Sharon Carney	Business Partners	A	A	G Open	NC ↔	Closed
CF20	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity	Strategic	Gary Ferguson	David Barnes	R	A	A Q1 2021/22	NC ↔	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF06	Insufficient reserves remain following the response phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Closed
CF09	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy	Strategic	Jen Griffiths	Sara Dulson	A	G	G Q4 2021/22	NC ↔	Closed
CF17	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	Strategic	Gary Ferguson	Sara Dulson	A	A	G Q1 2021/22	NC ↔	Closed
CW01a	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	Strategic	Sharon Carney	Rachael Corbelli	R	G	G Q2 2021/22	NC ↔	Closed
CW08a	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	Operational	Sharon Carney	Julie Luff	A	G	G Q4 2020/21	NC ↔	Closed
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	Strategic	Sharon Carney	Chief Officers	A	G	G Q4 2020/21	NC ↔	Closed
CW25	Impact on International/European PPE supply chain following Brexit Note: risk closed due to PPE supply chain not being impacted upon	Operational	Andrew Farrow	Vanessa Johnson	A	A	G Q1 2021/22	NC ↔	Closed
CW13	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	Operational	Sharon Carney	Chief Officers	A	G	G Open	NC ↔	Closed
CW20	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	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	NC ↔	Closed

Risk Matrix

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