



**Integrated Risk Manager**

A CAMMS SOLUTION

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# Risk Report

Flintshire County Council

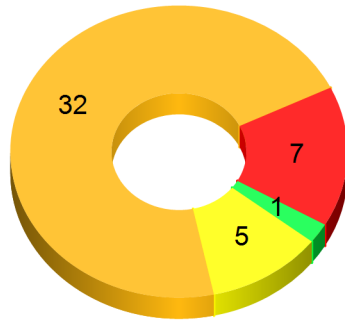


*Print Date: 21-Jun-2016*

## Risk Summary

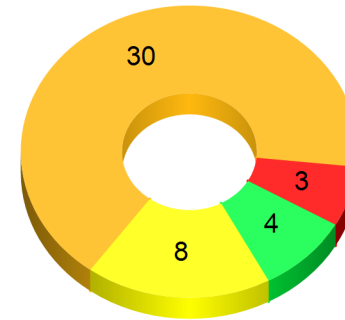
### Strategic Risks

Initial Risk Assessment



- Insignificant 2% (1)
- Minor 11% (5)
- Moderate 71% (32)
- Major 16% (7)




Current Risk Assessment



- Insignificant 9% (4)
- Minor 18% (8)
- Moderate 67% (30)
- Major 7% (3)

## Strategic Risks

### 1 Housing




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R1	Homelessness will remain a growing area of demand due to the current economic climate	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Pam Davies - Housing Options Team Leader				Open

**Potential Effects:** The risks to homeless prevention / relief are with securing alternative housing. More landlords are insisting on working guarantors before they will grant a tenancy to households in receipt of social benefits. The allocation of social housing by date order means that private sector housing is the only solution for some households where a 56 days duty to relief homelessness has been accepted. Failure to provide a suitable housing solution could mean that more households will be owed a full housing duty (section 75). It also could result in the increase use of interim accommodation for longer periods of time

**Management Controls:** Ensure that homeless prevention activity continues to be prioritised

**Lead Supporting Officer Comments:** The risks to the service will increase if we see a rise in demand for the service and if there are insufficient capacity or resources to meet this demand. Forthcoming changes as a result of welfare reform will also increase risks for this service area. For example homeless single people under the age of 35 will have limited housing options due to the change in the amount of housing benefit this client group will receive in the social housing sector.

Last Updated: 04-May-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R2	Demand and aspirations for independent living will not be met	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Michael Jones - Planning and Development Officer				Open




**Potential Effects:** Insufficient capacity within existing extra care provision

**Management Controls:** Resolve the planning issues to the Holywell Extra Care Scheme

**Lead Supporting Officer Comments:** Alternative options are being explored with a view to ensuring that a viable site that is identified and considered through the planning processes.

01/12/15 - This was updated on 30/10/2015 by Craig Macleod, however it has today been deleted as a project risk and re-added as a strategic risk.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.1R3	The supply of affordable housing will continue to be insufficient to meet community need	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open

**Potential Effects:**

**Management Controls:** Continue to ensure that affordable housing is achieved on all sites where Local Planning Guidance No.9 is in force. Appoint to the vacant Affordable Housing Officer post.




**Lead Supporting Officer Comments:** Plans for the future delivery of 277 new properties through the Council's Social Housing Grant (SHG), plus 132 Section 106 properties which will be realised through the Council's Planning system were presented by the Council's Community and Enterprise Overview Committee on the 10th February 2016.

Scrutiny Committee supported the overall approach to the delivery of new social and affordable housing in Flintshire, including:

- Flintshire's Social Housing Grant (SHG) Programme for the delivery of 277 new social and affordable new homes during the period 2015/16-2018/19;
- Proposals for the projected delivery of 132 new homes through Section 106 Planning Agreements agreed to date for the period 2015/16- 2017/18;
- Supports the development of policy initiatives to increase supply of local affordable housing provision, including revision of Section 106 Agreements, improved marketing and use of social media and improved arrangements for the use of Commuted Sums.

This is in addition to the SHARP which will deliver 500 new affordable (300) and Council (200) homes over the next five years across the county. The plan has been approved by Council Cabinet and NEW Homes Board and will also see the purchase of 8 additional affordable homes and the delivery of a further 13 new build units are due to be transferred to NEW Homes during 2015/16 from 3 schemes across the county, with 3 final properties in 2016/17, providing a total of 31 homes. NEW Homes aims to borrow against its existing assets to secure new affordable housing units. Initial plans included in the financial modelling will see NEW Homes acquire 8 properties to let at affordable rents.

Last Updated: 01-Jun-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R1	The increased work programme to deliver the WHQS will not be met due to the scale of the programme	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Nikki Evans - Senior Manager Council Housing Services				Open

**Potential Effects:**

**Management Controls:** Ensure sufficient staffing resource and effective procurement practices

**Lead Supporting Officer Comments:** Excellent progress has been made in Year 1 of the revised 6 Year Delivery Programme with £20m of the overall programme being delivered. Only one work stream, that being the Whole House Envelope Project, continued into the new financial year resulting in a committed carry forward of £1.5m. This was due to logistical issues with Scottish Power renewing cables and a slightly later start onsite than anticipated; with this being a new programme of works. The remainder of the first years programme will be completed in quarter 1 of 2016-2017. As projected at the beginning of the year the majority of work onsite was delivered in quarters 3 & 4. This was due to the extensive procurement exercises required to acquire all new contracts for the revised 6 Year Delivery Programme. All contracts have been let on 2/3/4 year basis and therefore will continue seamlessly into the new financial year with consistent delivery each quarter.

Last Updated: 03-May-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R2	Council funding for adaptations and home loans will not be sufficient to meet demand	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Yellow	Yellow		Open

**Potential Effects:**

**Management Controls:** Strong budgetary control of council and Welsh Government resources to ensure as far as possible that demand, particularly statutory demand in the case of adaptations can be met.

**Lead Supporting Officer Comments:**

Last Updated: 29-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP1.1.2R3	Financial assistance available to repair residents' homes is not taken up by residents	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open


**Potential Effects:**

**Management Controls:** Ensure that the availability of financial support to homeowners is widely promoted.

**Lead Supporting Officer Comments:**

Last Updated: 06-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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IP1.1.2R4	Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open
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**Potential Effects:**


**Management Controls:** Recruit to currently vacant posts and continue to streamline processes and procedures. Introduces a complete electronic document management system

**Lead Supporting Officer Comments:** The recruitment of three posts is progressing as planned.

The recruitment of two posts directly linked to the adaptations function is now underway. Further recruitment is planned to address the capacity gap caused by the increased WG resources of Home Improvement Loans, Houses into Homes Loans and Vibrant & Viable Places Energy works.

Last Updated: 01-Jun-2016

2 Living Well


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.1R2	The quality of care home services will not meet required standards.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager	Amber	Amber		Open

**Potential Effects:** Negative impact on reputation of the Council.

**Management Controls:** Contract monitoring in place Good relationship with CSSIW Good relationships with providers

**Lead Supporting Officer Comments:** Residential Review of the whole sector in Flintshire has been considered by a special Scrutiny Committee, including representatives from BCUHB and independent sector providers, with recommendations to be taken forward strategically in order to sustain the sector for the future. The risk remains the same.

Last Updated: 27-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.1R3	Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Gail Bennett - Early Intervention Services Manager	Green	Green		Open

**Potential Effects:**




**Management Controls:**

**Lead Supporting Officer Comments:**

Last Updated: 24-Jul-2015

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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IP2.1.2R1	Funding between Health and Council does not transfer smoothly; eg. CHC, ICF, Primary Care funds	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open
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**Potential Effects:** Increased costs to the Council

**Management Controls:** Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.

**Lead Supporting Officer Comments:**

Last Updated: 06-Apr-2016




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.1.2R2	Service provision is not co-ordinated / integrated.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open

**Potential Effects:** Ineffective joint services

**Management Controls:** Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.

**Lead Supporting Officer Comments:**

Last Updated: 06-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP2.2.1R1	Safeguarding arrangements do not meet the requirements of the SSWB Act.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open


**Potential Effects:** Criticism from Regulator

**Management Controls:**

**Lead Supporting Officer Comments:**

Last Updated: 20-Apr-2016

3 Economy and Enterprise


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.1R1	Some areas within Flintshire will not be covered by superfast broadband if the joint project between Welsh Government and BT stalls.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager	Amber	Amber		Open

**Potential Effects:** Some areas within Flintshire will not be covered by superfast broadband which may have an adverse effect on encouraging business growth and investment.

**Management Controls:** Limited control or influence as this is a joint WG and BT programme. However FCC will receive regular progress updates. FCC are supporting promotional activity regarding the rollout.

**Lead Supporting Officer Comments:** Delivery of Superfast Broadband enablement is out of FCC control.

Last Updated: 07-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.1R2	Businesses are not sufficiently supported to maximise opportunities presented to them through major transformational projects within Flintshire.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne - Enterprise Manager	Amber	Amber		Open


**Potential Effects:** FCC contract outside of the County and are seen as not supporting local businesses (reputational risk).

**Management Controls:** Business forums, held quarterly attended by public, private and third sector industries. Regular meetings of the Mersey Dee Alliance to raise awareness of transformational projects. FCC hold 'meet the buyer' events to engage businesses with the main contractors.

**Lead Supporting Officer Comments:** Continued delivery of supply chain development across the county and region is undertaken to mitigate the risk.

Last Updated: 07-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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IP3.1.2R1	Opportunities to access external funding programmes to invest in our urban and rural areas are not maximised.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber		Open
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**Potential Effects:** Council will not secure sufficient external funding to invest in urban and rural areas adversely affecting the Council's reputation.

**Management Controls:** Close involvement in the North Wales Economic Ambition Board work stream to develop projects and share intelligence regarding the new European funding programmes. Seat secured on the decision-making body for the new Rural Development Plan funding programme. Coastal Communities Fund application submitted and funding approved - £293,135 received.

**Lead Supporting Officer Comments:** The Council, through the North Wales Economic Ambition Board European programme work stream, is working with partners across North Wales to keep abreast of the development of the new European programmes, steer their development where possible and to develop regional projects. Within the Council, there are four European projects currently under development; all of which are aimed at tackling unemployment. The Council is also actively investigating wider European programmes as potential sources of funding including Interreg (transnational partnership projects) and the Innovative Urban Action programme.

The Council, through partnership working with the North Wales Economic Ambition Board and the Mersey Dee Alliance has been actively lobbying for resources for infrastructure to enable economic development. The Council submitted proposals for infrastructure development in the County to the UK Government as part of the Cheshire and Warrington Local Enterprise Partnership Growth Bid.


The Council has secured £6.024m of Welsh Government funding for Deeside through the Vibrant and Viable Places programme, allocated over the 2014/15, 2015/16 and 2016/17 financial years. In addition, due to the performance of the programme in Flintshire, an additional £1.4m was allocated in 2015/16 and a further £500k has been allocated in 2016/17. The future of the Vibrant and Viable Places programme from 2017 onwards is unclear but the Council is working closely with the Welsh Government to stay abreast of developments and to be prepared for the new programme.

The Council has also secured a seat on the new Local Action Group for Flintshire, the decision-making body for the 2015-20 Rural Development Plan programme in the County. A number of Council teams are considering projects for submission into the new Rural Community Development Fund programme although the criteria have been changed by WG and are now more restrictive which will reduce the number of projects submitted. One project is currently under development for the RCDF programme which will focus on walking and cycling routes.

The Council has helped the Big Lottery to raise awareness of the new Creating your Space funding programme which applies across Flintshire. A number of community groups are considering applications. The Council has secured approximately £300k from the Lottery Coastal Communities Fund which is currently being used to develop visitor infrastructure along the Dee coastline.

The recent restructure of the Enterprise and Regeneration team has included a creation of a new Programme Development Officer role. This role focuses on building the Council's knowledge and use of external funding and will support internal colleagues in managing externally funds to ensure they are maximised.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.2R2	Opportunities to access funding to invest in the promotion of tourism are not maximised	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Richard Jones - Regeneration Project Officer	Amber	Amber		Open

**Potential Effects:** Reduced number of initiatives to promote tourism across Flintshire.


**Management Controls:** Regional bids to be submitted to reinforce promotion within Flintshire and North East Wales

**Lead Supporting Officer Comments:** Regional Tourism Engagement Fund - source Welsh Government (Visit Wales). Funding round opens 1st April 2016. Ideas for projects being discussed with Destination Management Partnerships.

Rural Community Development Plan Programme/ Leader Funding - working with partners to explore opportunities for bids.

Big Lottery Fund - exploring possibility of a tourism mentoring/ grants programme.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP3.1.2R3	External funding sources are often weighted towards urban regeneration with funding for rural regeneration being limited.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Amber	Amber		Open

**Potential Effects:** Rural locations will not receive the funding required to effectively regenerate them.

**Management Controls:** The Council has secured a seat on the decision-making body for the Rural Development Plan programme and will seek to influence the programme to ensure maximum benefit is derived for Flintshire's rural communities. The Council has also helped the Big Lottery to promote the new Creating your Space programme which applies to both rural and urban areas. The Council has also helped to promote the RWE wind farm grant funding which applies to the rural north of the County.

**Lead Supporting Officer Comments:** The 2015-2020 Rural Development Plan programme will provide significant resources to support community services and economic development in rural Flintshire. In addition, the Council has secured £293,135 from the Coastal Communities Fund for visitor facility development along the Dee coastline in both rural and urban areas. The LEADER programme under the Rural Development Programme has now started with Cadwyn Clwyd seeking project partners. Welsh Government have also issued an open and competitive call for proposals for the first round of the Rural Community Development Fund. The Council has also helped to promote the RWE wind farm grant funding to rural communities.

Last Updated: 01-Jun-2016

4 Skills and Learning

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.1R1	Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future.	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion	Amber	Yellow	↓	Open

**Potential Effects:**

**Management Controls:**

**Lead Supporting Officer Comments:** Latest annual performance information has Flintshire with the lowest level of young people 16+ not in education, employment or training in Wales.

There is a continuing need to support our most vulnerable young people to access employment and training and to develop apprenticeship opportunities matched to long term market intelligence on economic development.

A Flintshire Education, Employment & Training Strategic Group has been established (December 2015) to support and further develop partnership working to actively target and meet the skills based needs of the future.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.1R2	Training places will not match current and future employer aspirations and needs.	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Jeanette Rock - Principal Education Officer Inclusion	Amber	Yellow	↓	Open

**Potential Effects:**




**Management Controls:**

**Lead Supporting Officer Comments:** Latest annual performance information has Flintshire with the lowest level of young people 16+ not in education, employment or training in Wales.

There is a continuing need to support our most vulnerable young people to access employment and training and to develop apprenticeship opportunities matched to long term market intelligence on economic development.

Flintshire County Council has well established relationships with training providers and employers. The Education, Employment & Training Strategic Group provides a forum to review the training opportunities and match these against Labour Market Intelligence and employer needs.

Last Updated: 01-Jun-2016




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.2R1	Schools do not receive and/or make best use of the support they need from the Council and GwE	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Claire Homard - Principal Education Officer Primary				Open

**Potential Effects:** Individual school's performance reduces increasing likelihood of national categorisation being downgraded. Schools more likely to require Estyn follow up after an inspection.

**Management Controls:** Regular reviews by LA Senior Manager, GwE Senior Challenge Adviser and monitoring by LA's School Standards Monitoring Group

**Lead Supporting Officer Comments:** GwE Challenge Advisers make regular visits to schools. Regular meetings of LA Officers with GwE Senior Challenge Adviser facilitate a review of those schools least likely to make good use of the support available. Where schools are not engaging effectively with support services from either the Council or GwE, the Senior Manager for School Improvement will take appropriate action on a continuum on intervention with the most serious outcome being the issuing of a Warning Notice to the Headteacher and/or Governing Body. No warning notices have been issued in this regard. Where a situation arose where this could have been a risk, the intervention of the Senior Challenge Adviser and Senior Manager for School Improvement resulted in a successful outcome.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.2R2	Numbers of school places will not be sufficient to meet the future demands of changing demographics	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision				Open


**Potential Effects:** Budgetary pressures, rise in cost per pupil, rising in pupil teacher ratios, unsustainable schools in some areas, over subscribed schools in others, more admission appeals

**Management Controls:** Monitoring, stats, pupil projects, building developments, live births, admission process, school modernisation, school organisational change and capital investment

**Lead Supporting Officer Comments:** The likelihood of not having enough spaces in schools overall is low, however there may be pressures in particular locations and phases as demographics change.

Currently there are in excess of 4000 unfilled places in the school estate, doing nothing, will have a negative effect on school financial allocations and raise pupil teacher ratios.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP4.1.2R3	Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets will be further reduced to meet new pressures on the Education and Youth Budgets	Strategic Risk	Ian Budd - Chief Officer - Education and Youth	Damian Hughes - Senior Manager, School Planning & Provision	Red	Red		Open

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


**Management Controls:** Condition surveys identify priorities for investment County Policy for School reorganisation

**Lead Supporting Officer Comments:** School Modernisation remains a key tool in enabling the Authority to invest appropriately in its school portfolio, this will involve a reduction in schools within the Council's portfolio and a reduction of unfilled places.

Last Updated: 01-Jun-2016



5 Safe Communities

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP5.1.1R1	Grant funded services that are administered through the Community Safety Partnership are not delivered effectively.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment	Sian Jones - Public Protection Manager - Community	Amber	Amber		Open

**Potential Effects:** Decommissioning of services. Greater scrutiny from funding providers. Impact on services supporting vulnerable groups.


**Management Controls:** Framework and procedures have been established. Bus monitoring system is in place to include quarterly monitoring reports from service providers and financial reports. Contracts and service level agreements in place.

**Lead Supporting Officer Comments:** The Community Safety Team met the quarter 4 deadlines imposed by the Welsh Government and the Office of the Police and Crime Commissioner.

It is still of concern that Welsh Government grants are confirmed very late. In respect of the 2016/7, the confirmation of external grants was not received until late April 2016.

The risk level remains the same.

Last Updated: 29-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP5.1.1R2	Funding for the provision of CCTV with local partners will not be sustainable in the long term.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment	Sherryl Burrows - CCTV Manager	Yellow	Yellow		Open




**Potential Effects:** Funding deficit. Consideration of closure of services for example public space CCTV service.

**Management Controls:** Feasibility study of existing camera infrastructure. Feasibility study of end of life cameras / equipment. Consideration of reducing costs by replacing some under utilized static cameras with wireless redeployable cameras.

**Lead Supporting Officer Comments:** The level of risk remains the same as the Authority is still in the process of negotiating new Service Level Agreements with Stakeholders.

Last Updated: 01-Jun-2016

6 Poverty

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R1	Demand for advice and support services will not be met.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service				Open

**Potential Effects:** Service providers with insufficient resources to meet demand will quickly build up long waiting lists and residents will not be able to access timely advice that prevents problems from escalating to ones that require more costly specialist interventions. Reduced access to advice and support will result in residents facing legal enforcement action, particularly those with debt problems and residents will be unable to gain entitlement to their legal entitlement of social security income, impacting their ability to maintain their financial commitments, including housing costs. Increase in demand from residents for access to emergency provision, such as foodbanks, FCC provision, i.e., section 17 & 21 payments, etc.

**Management Controls:** FCC is continuing to fund the Flintshire Advice Gateway to complement the Flintshire Support Gateway. Both gateways aim to ensure residents in need of social welfare advice and support are referred to an appropriate service provider in order to, as far as practical, maximise effective use of resources. Whilst the FTPP is overseeing initiatives that is helping advice and support providers to manage the increased demand from Flintshire households experiencing social welfare problems, the provisions within the Welfare Reform and Work Bill 2015, currently being considered by the UK Parliament, will if enacted, increase the number of Flintshire households, who from April 2016, will face a reduction in their present level of social security/tax credit income. It is to be assumed that these households will seek appropriate advice and support to help resolve the problems that their loss of income will generate.

**Lead Supporting Officer Comments:** The Welfare Reform and Work Act 2016 is, from April 2016, introducing further reforms of working age social security benefits to save £12 billion from the social security budget by 2019/20. The latest welfare reforms will affect new Flintshire households, for example, working households, who may also seek advice and support on how to manage their loss of income.

As the impact of the welfare reforms are felt by an increasing number of Flintshire households, particularly the roll out of Universal Credit, providers will be under increasing pressures. The Government has recognised that Local Authorities will require additional funding when households that are more vulnerable claim Universal Credit. During the coming year, the Council will continue to work closely with the Department for Work and Pensions to ensure sufficient levels of funding is provided for the development and implementation of a support framework that can provide support to all Flintshire households who experience problems whilst claiming Universal Credit.

Last Updated: 06-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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IP6.1.1R2	Debt levels will rise if tenants are unable to afford to pay their rent	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber		Open
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**Potential Effects:** Rent arrears levels amongst FCC tenants will increase if they are not able to implement strategies to manage the impact generated by the reduction in their Housing Benefit award. Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model. Increase in court action for possession being taken against social housing tenants, particularly those with existing rent arrears which are worsened by the spare room subsidy. This will create additional financial pressures upon the fulfilment of FCC statutory homeless duties.


**Management Controls:** Continue the proactive response to FCC 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. FCC funding a personal budgeting support service (delivered by the CAB) for Universal Credit claimants who experience problems managing their single monthly UC payment, including their housing costs. FCC continuing to provide advice and support services helping Flintshire households maximise their income through accessing social security benefits & better managing their financial commitments. FCC’s effective management of Discretionary Housing Payment budget is enabling target support to households, primarily impacted by the welfare reforms.

**Lead Supporting Officer Comments:** Due to the continued safe and secure implementation of Universal Credit (UC) within Flintshire, the number of UC claimants who are also liable for rent is low and the personal budgeting service, delivered by the Citizen Advice Service, is easily coping with the demand for advice and support from UC claimants. Training has also been delivered to internal and external staff to raising their awareness of the safeguards that are available within the UC regulations to help tenants, who will struggle to manage their monthly UC payment. Further training will be provide ahead of the migration of claimants across to UC commence – expected to be in early 2017 in Flintshire.

FCC also advises the DWP of issues that arise with the UC Service Centre's processes for dealing with requests from social/private landlords for a UC claimant's housing costs to be paid directly to a landlord.

Last Updated: 06-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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IP6.1.1R3	The local economy will suffer if residents have less income to spend	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber		Open
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**Potential Effects:** Low income households predominately spend their income on local services and business, if these households cannot replace lost social security income with earned income, or have their household income maximised in other ways, there will be less spending power within the Flintshire local economy. It is estimated that an increase of £1 million income pa amongst low income households may result in 12 job being created within a local economy – a loss of £1 million pa creates pressures upon the sustainment of such jobs and limits job creation.

**Management Controls:** FCC continue to forecast the projected impacts of future changes to social security legislation upon residents, service users, service providers, local businesses and design and implement appropriate mitigating actions. Provide specialist benefit and money advice to residents helping to maximise household income. Increase residents’ access to timely, low-level social welfare advice and support through training and supporting of front line staff based in the community.

**Lead Supporting Officer Comments:** FCC continues to provide specialist advice services that assist residents to maximise their household income by supporting residents to access their correct entitlement to social security benefits and tax credits and/or through helping them to manage their financial commitments more effectively.

During the previous financial year, the successful outcomes to the interventions by the Welfare Rights Team helped Flintshire households totalling £1, 988,740pa in ongoing payments. The team have also helped residents to claim £300,000 in one -off social security payments. This additional income will be boosting spending power within the local economy.

Last Updated: 06-Jun-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.1R4	Resources to meet the requirements of the Universal Credit roll-out will not be sufficient	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber		Open

**Potential Effects:** Additional resources required to enable FCC housing staff to prepare tenants for the new system and help them manage the transition. Increase in rent arrears and negative impact upon the Housing Revenue Account generated by the payment of UC housing cost directly to FCC tenants. Reluctance of Private Landlords to let to tenants in receipt of UC and reducing the expansion of the private rented sector as a housing solution for lower income residents. Increased demands for financial and digital inclusion initiatives to be delivered across the County.

**Management Controls:** FCC has negotiated a Delivery Partnership Agreement with the DWP for 2015/16. Due to the continued slow progress in the rollout of Universal Credit across Flintshire it is expected that the resources funded within this agreement will be adequate to cope with demand from UC claimants who need help to claim UC and to manage their on going award.

**Lead Supporting Officer Comments:** FCC negotiated a Delivery Partnership Agreement with the DWP for 2015/16. Due to the continued slow progress in the rollout of Universal Credit across Flintshire the resources funded within this agreement were adequate to cope with demand from UC claimants who need help to claim UC and to manage their on-going award. For information during 2015/16 two claimants needed help to male an online UC claim and thirty two claimants needed help to improve their budgeting skills. FCC continues to engage with the DWP on the plans for the development of a more robust support framework that will be needed to ensure that UC continues to be delivered in a safe and secure manner when there is a significant increase in the number of working age people within Flintshire who are claiming UC.

Last Updated: 06-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.2R1	Residents do not take up the energy efficiency measures as we hope	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer	Amber	Amber		Open

**Potential Effects:**

**Management Controls:** Ensure that the availability of financial support to homeowners is widely promoted.


**Lead Supporting Officer Comments:** Quarter 4 commentary is the same as for quarter 3.

The external funds received in Q1 are lower than they were in 2014/15, so publicity has been reduced to take account of this fact. Targeted promotion of funds has been carried out in the off gas areas, where there is a shortfall between project cost and external funding, resulting in the need for either a loan from the council or a householder contribution.

Additional funds have been secured through Arbed in Q2, so a targeted promotion in the affected area has begun and we are confident of attracting a sufficient number of households to spend the resource provided.

01/12/2015 - Updated 30/12/2015 by Gavin Griffith, however today it has been deleted as a project risk and re-added as a strategic risk

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP6.1.2R2	Available funding falls short of public demand	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager, Leanna Jones - Home Energy Conservation Officer	Amber	Amber		Open


**Potential Effects:**

**Management Controls:** Ensure that funding opportunities through Welsh Government, Wales European Funding Office (WEFO) and Utility Companies are vigorously pursued.

**Lead Supporting Officer Comments:** The council has received the outcome of its bid for Arbed funding and was successfully awarded £860K of funding which has relieved some of the demand pressures. However, demand is always likely to outstrip the resources available.

Last Updated: 01-Jun-2016

7 Environment


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.1.1R1	Sufficient funding is not found to ensure our highways infrastructure remains safe and capable of supporting economic growth.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Barry Wilkinson - Highways Networks Manager	Amber	Amber		Open

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

**Management Controls:** Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Targeting funding for routes accessed for road safety schemes. Following successful bid model to maximize funding received through the quality of the bid submission.

**Lead Supporting Officer Comments:** The network has been inspected by Technical Officers within the service and the required repairs have been prioritised and programmes developed to meet the available funding. All of the works will be completed in the 2015/16 financial year.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.1.1R2	Sustainable transport options do not remain attractive to users.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager	Amber	Amber		Open




**Potential Effects:** Service users stop using the services, which could lead to a higher cost per passenger and make services unsustainable

**Management Controls:** Develop initiatives around fares, ticketing interoperability, transport integration, vehicle standards, accessibility (low floor vehicles), safety and security measures (e.g. CCTV mandatory), driver training, quality of passenger transport information, marketing and promotion of services

**Lead Supporting Officer Comments:**

Last Updated: 06-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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

IP7.1.1R3	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Katie Wilby - Transportation and Logistics Manager				Open
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**Potential Effects:** Loss of service

**Management Controls:** Develop services so that they become more commercially viable

**Lead Supporting Officer Comments:** Business Planning within the service has identified a gradual reduction in grant funding for the existing subsidised service. Community Transport arrangements are being developed and supported within the local Community to replace the services once they are received.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R1	Agreement and funding for the renewable energy schemes is not secured.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment	Will Pierce - Energy Manager				Open

**Potential Effects:** Schemes cannot move forward and carbon reduction targets can not be met.




**Management Controls:** All funding sources fully explored. Early engagement with stakeholders. Feasibility studies on appropriate sites. Alternative site identification.

**Lead Supporting Officer Comments:** A number of potentially suitable sites for large scale renewable energy schemes have been identified, of which two, following a cabinet report were given approval to proceed to full planning applications. However, the U.K. Government have recently announced a consultation on the level of future subsidies for Solar and Wind projects, which has brought uncertainty to the likely financial returns. Consequently the business cases cannot be concluded until the outcome of the consultation is known, in a couple of months' time. All projects are therefore on hold and the risk level remains unchanged. Whilst the projects themselves are on hold, due to the very tight timeframes involved (if we wait for the Governments consultation response there will be insufficient time to obtain planning and tender the works), planning applications have been developed and will be submitted. Mini tender documents have been developed with an intention to go out to tender as soon as the APSE framework contract is available. Once the projects have been tendered we will have the information to determine the business case for them and then obtain both final approval from Cabinet and funding probably through prudential borrowing. All actions are however subject to any Government announcements that might derail the financial case.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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IP7.2.1R2	Funding for the waste transfer station is not secured.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Closed
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**Potential Effects:** Delay in implementation of project, funding would need to be sought from elsewhere.

**Management Controls:** Planning submitted, meeting with WG planned for August, meeting with NRW who have agreed in principle to the proposal

**Lead Supporting Officer Comments:** Funding has now been secured from the WG CCP programme. This risk is now closed.

Last Updated: 01-Jun-2016




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R3	Planning approval for the waste transfer station is not secured.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Closed

**Potential Effects:** Invest to save project efficiencies are not realised. A temporary permit for tipping from NRW would be required if the project does not go ahead.

**Management Controls:** Planning application has been submitted. NRW have agreed in principle to the project (NRW would have been the main object to the project). Consultation and engagement has been undertaken with relevant Council members prior to the planning application being submitted.

**Lead Supporting Officer Comments:** Funding for the scheme has been received from Welsh Government.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP7.2.1R4	Recycling programmes are not supported by the public and employees.	Strategic Risk	Stephen Jones - Chief Officer - Streetscene and Transportation	Harvey Mitchell - Waste and Ancillary Services Manager				Open




**Potential Effects:** Decreasing income from resale of recyclates. Increased infraction charges. Carbon reduction targets not met.

**Management Controls:** Recycling information to public. Employee recycling schemes in place. Incentives for local business to recycle. Marketing campaigns. Targeting of areas with low participation rates. Increase meet and greet service at HRCs. Early stakeholder engagement.

**Lead Supporting Officer Comments:** Residents continue to recycle and the authority is on track to meet the statutory in year target.

Last Updated: 26-Nov-2015

**8 Modern and Efficient Council**

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R1	The capacity and appetite of the community and social sectors	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open




**Potential Effects:** No increase in the number and strength in community and social sectors, which in turn will mean no increase in the support to local communities to help them become more resilient.

**Management Controls:** Provide advice, information and guidance to community and social sectors to enable take up of these initiatives to be as simple and accessible as possible.

**Lead Supporting Officer Comments:** This has now resulted in 8 Community Assets being transferred or in final stages of legal completion. The 8 Assets are:

- Connahs Quay Allotments, South Site
- Gwernymyndd Village Hall
- Connahs Quay Swimming Pool
- Mancot Library
- Trelogan Village Hall
- Gwespyr Play Area
- Bagillt War Memorial
- Myndd Isa Community Centre and Library

Last Updated: 14-Jun-2016




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R2	The willingness of the workforce and trade unions to embrace change	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

**Potential Effects:** No increase in strength of community and social sectors and few asset transfers of Alternative Delivery Models established.

**Management Controls:** Work with staff and unions to increase understanding of initiatives and to enable them to be part of the process to designing the solutions.

**Lead Supporting Officer Comments:** Alternative Delivery Model (ADM) work in a number of services has resulted in completed business plans which managers have lead the development of and where appropriate engaged staff. The next phase of work will further engage the workforce in transition phase leading to implementation. Meetings with Unions have agreed a fortnightly meeting to update on ADMs and services are putting in place full staff engagement plans.

Last Updated: 27-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.1.1R3	Market conditions which the new alternative delivery models face	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

**Potential Effects:** New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.




**Management Controls:** Full and proper support to Alternative Delivery Models to business plan prior to being established and ensuring capacity is built in to new ADMs to retain and win new contracts.

**Lead Supporting Officer Comments:** No changes from Q3to Q4.

Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions but further more detailed planning market analysis work will be completed in the transitional phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be tested with CATs.

Last Updated: 27-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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IP8.1.1R4	Limitations on public funding to subsidise alternative models	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
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**Potential Effects:** Alternative Delivery Models become unsustainable as it can't meet costs with reduced funding from the Council.

**Management Controls:** Properly plan for reduced levels of council funding for each Alternative Delivery Model and to have worse case scenario plans for both ADM and council if funding decreases to unsustainable levels.

**Lead Supporting Officer Comments:** The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADMs) and Community Asset Transfers (CATs) with national support and resource. The Action Plan for this work has been published for consultation and identified some funding to support local authorities and new ADMs. As a Council we responded stating the need for this funding to be put in place quickly to help offset this risk. Welsh Government have now launched their ADM action plan and we will know after elections what level of funding this may or may not provide to support the work.

Last Updated: 27-Apr-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R1	The scale of the financial challenge.	Strategic Risk	Helen Stapleton - Chief Officer - People and Resources	Gary Ferguson - Corporate Finance Manager				Open

**Potential Effects:** The Council does not have the ability and appetite to make big and challenging decisions for the future.

**Management Controls:**

**Lead Supporting Officer Comments:** Part 2 of the MTFs 'Meeting the Financial Challenge' was published in September 2015, setting out how the Council plans to meet the challenge.




The Welsh Government published the Provisional Local Government Settlement for the 2016/17 financial year on 9 December. The detail and implications of the Settlement for Flintshire were summarised in a report to Cabinet on 19 January 2016.

The average reduction in funding across Wales was 1.4% with Flintshire being advised of a reduction of 1.5%. Although this was still a significant reduction in core funding for Flintshire, it was less than had been assumed in the initial forecast and had the effect of improving the overall position by £3.770m.

The Settlement also notified of some intended reductions in specific grants such as the Single Environment Grant and the Families First Grant which will add further pressure to specific service areas.

The announcement is later than previous years due to the next UK Spending Review and notification of the final amount of funding will not be known until the Welsh budget is approved in March 2016. However, it is not envisaged that there will be any significant change to the funding notified at the provisional stage and the budget for 2016/17 will be set based on the provisional settlement figures.

Last Updated: 01-Jun-2016




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R2	The capacity and capability of the organisation to implement necessary changes	Strategic Risk	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney - Lead Business Partner				Open

**Potential Effects:**

**Management Controls:**

**Lead Supporting Officer Comments:** The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios and support services. Support services will need to be prioritised for those services progressing to the feasibility stage, although the numbers progressing to feasibility at this time is lower than originally anticipated. Additional/external support may be needed to support the services and support services as we near the commissioning stage.

Last Updated: 01-Jun-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R3	The pace of procurement collaborations and our limited control over their development.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager				Open


**Potential Effects:** The NPS has produced a number of framework contracts but more slowly than anticipated. In addition, despite the economies of scale, not every framework has been as cheap as current contracts.

**Management Controls:** Engagement with the NPS where contracts do not represent value for money so that they can drive better value with the contractors, and if necessary securing opt outs from NPS contracts.

**Lead Supporting Officer Comments:** The National Procurement Service to date have developed 31 framework agreements. However, concerns are still on going whether the framework agreements actually provide the Council with cashable efficiencies when comparing current arrangements in place.

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Last Updated: 29-May-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
IP8.2.1R4	Public attitude to accessing services on-line.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Katie Clubb - Community Support Services Manager, Rebecca Jones - Customer Services Team Leader	Yellow	Yellow		Open

**Potential Effects:** Targeted efficiencies to be achieved through people switching to accessing services will not be met.

**Management Controls:** Connects will promote and assist with self-service for to enable a full digital shift.

**Lead Supporting Officer Comments:** There is evidence to support customers are shifting to accessing Council services electronically - see IP8.2.1M17

Last Updated: 01-Jun-2016