



Integrated Risk Manager

A CAMMS SOLUTION

Strategic Half Year 2016/17 Risk Report




Flintshire County Council






Print Date: 21-Dec-2016

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	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader				Open
<p>Potential Effects: An increase in demand by potentially homeless clients would have an impact on capacity within the service. The lack of available housing to meet this demand would result in an increase for temporary housing.</p> <p>Lead Supporting Officer Comments: The service has completed a forecasting model which highlights the areas of greatest risk and includes an action plan to mitigate against them. The action plan includes activities to increase the availability and reduce barriers to finding suitable and affordable accommodation.</p> <p>Last Updated: 31-Oct-2016</p>								

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST99	The supply of affordable housing will continue to be insufficient to meet community needs.	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
<p>Potential Effects: Impact would increase pressure on housing solutions and homelessness services.</p>								


Lead Supporting Officer Comments: The Council continues to work to develop robust arrangements for the delivery of new affordable housing in Flintshire through a number of different supply streams. The Council's Strategic Housing and Regeneration Programme (SHARP) is currently on site at Custom House, Connah's Quay and The Walks, Flint with a total of 114 new Council and affordable homes. The Council properties at Custom House will be handed over to new tenants at the beginning of December 2016. A further 40 new Council properties at Leeswood, Mold and Connah's Quay are scheduled to start on site this calendar year. These will be funded by the Housing Revenue Account (HRA) through Prudential Borrowing.

A number of other sites under the Council's ownership have also been identified for potential new housing and feasibility work is currently being undertaken to bring these forward.

The Council, through its NEW Homes Housing Company continues to deliver new affordable housing throughout the County. NEW Homes Board recently approved the development of 62 units on The Walks, Flint. The development of these units will be funded through a loan from Flintshire County Council to NEW Homes.

Section 106 properties are in the process of being transferred to NEW Homes management at Northop Hall, Abermorddu and Saltney, with further properties proposed to be delivered in partnership with private developers. In line with the terms of the Section 106 Agreement, local residents living in these settlements will be prioritised for these properties. In addition, NEW Homes also manages 31 properties on behalf of private landlords. NEW Homes works closely with private landlords to ensure they are meeting the Welsh Government's Rent Smart Wales requirements which are aimed to promote the development of a dynamic and high quality private rented sector in Flintshire.




Last Updated: 16-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST100	The increased work programme to deliver the Welsh Housing Quality Standard (WHQS) will not be met due to the scale of the programme.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Tony Jones - Capital Works Team Manager	Amber	Amber		Open

Potential Effects: Contractors under performing against targets may have an adverse effect on budgets

Lead Supporting Officer Comments: The risk has lowered as year 1 of the revised programme was delivered in full and year 2 of the programme is underway and ahead of schedule. All work streams are progressing well with many exceeding installation targets at quarter 1 and quarter 2. A revised structure to ensure capacity at Team Leader level has also been approved and recruitment is currently in progress.




Last Updated: 06-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST102	Council funding for adaptations and home loans will not be sufficient to meet demand.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open

Potential Effects: Adaptations are a statutory duty for the Council. Demand in excess of current budgets would create a financial pressure on the Capital Programme.

Lead Supporting Officer Comments: Demand for adaptations for home improvement loans is on track and within current budget provision.




Last Updated: 19-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST103	Financial assistance available to repair homes is not taken up by residents.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open

Potential Effects: Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into Flintshire.

Lead Supporting Officer Comments: At present the budget for repair to homes is forecast to be fully utilised for this year.

Last Updated: 14-Oct-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST104	Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open

Potential Effects: The Council has a statutory duty to deliver Disabled Facilities Grants (DFGs) and failure to do so in a timely manner risks challenge and reputational impact.

Lead Supporting Officer Comments: Improvements to the adaptation process are currently being made including reducing bureaucracy of the programme, developing a framework for suppliers to speed up procurement, a new IT system to facilitate case management and improving the purchasing of frequently used equipment. These measures are expected to bring down the timescale for adaptations that enter the system after they are in place.

Last Updated: 05-Dec-2016

2 Living Well


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST105	Fragility and sustainability of the care home sector.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Red		Open

Potential Effects: Reduced quality of care, increased difficulties with recruitment and retention of staff, and reduced capacity in the care home sector.

Lead Supporting Officer Comments: Data from the national census has been received. The regional fee setting group met on 18th October, taking into census data, data from local authority questionnaires regarding hours and existing market intelligence.

A Project Manager has been appointed to deliver a programme of work and priorities to support the care crisis.


Last Updated: 06-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST107	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.

Lead Supporting Officer Comments: The pilot joint monitoring tools for nursing care will commence with 3 homes in January 2017. The evaluation of the "Community Circles" project was positive; this may link into regional work on community integration. Progress for providers is being rolled out with residential homes in Flintshire; each contract officer has been allocated a number of services to work with. One page profiles and the welcome pack are being implemented during December 2016, followed by other person centred tools in the new year. In April 2017 we will be asking homes to assess themselves against the Flintshire standards. 3 Nursing homes have requested that they be included in this project.


Last Updated: 19-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST108	Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach	Strategic Risk	Craig Macleod - Senior Manager, Children's Services & Workforce	Ray Dickson - Children's Fieldwork Services Manager	Amber	Amber		Open

Potential Effects: High re-referral rates, LAC health assessments not completed on time, IAA requirements not met

Lead Supporting Officer Comments: Project arrangements for developing an Early Intervention Hub are in place with a Project Sponsor, Strategic Advisor and project administrator in place. Specific work streams have been developed and lead officers identified to take them forward. Within Social Services there is a high demand for targeted support and early intervention services. Management decisions are being made on how finite resources can be best deployed based on individual circumstances and presenting/associated risk. This area of the service will be reviewed by the service in quarter 3 to identify opportunities to take different approaches to manage and respond to demand.

Last Updated: 06-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST109	Demand and aspirations for independent living will not be met.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Amber		Open

Potential Effects: Insufficient capacity within existing extra care provision




Lead Supporting Officer Comments: Flint:

The construction of the Flint Extra Care scheme – to be named Llys Raddington – commenced in July 2016. Ty Glas, a subsidiary of Pennaf, are managing the scheme development, with Anwyl undertaking construction. Llys Raddington will open in early 2018 with 73 1 & 2 bedroom apartments. Partnership working groups will continue to agree, oversee and monitor the interior design, service model and public relations activities as the construction develops.

Holywell:

Social Services teams continue to work with Wales & West Housing to confirm a viable site for the Holywell Extra Care scheme. Detailed design and planning activities to follow.

Last Updated: 28-Nov-2016




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST110	Funding between Health and the Council does not transfer smoothly e.g. Continuing Health Care (CHC), Intermediate Care Funds (ICF), and Primary Care Funds.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services				Open

Potential Effects: Increased costs to the Council

Lead Supporting Officer Comments: Betsi Cadwaladr University Health Board (BCUHB) have appointed a Continuing Health Care (CHC) Lead Officer, and we are in the process of updating the standard operating procedures for CHC. The Lead Officer now attends Partnership Friday on a monthly basis to deal with CHC issues.

With regard to Intermediate Care Funds (ICF), meetings with BCUHB are regularly held to agree ongoing and new funding arrangements. Under these controls the Council are able to mitigate the level of risk to green.

Last Updated: 19-Dec-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST111	Service provision is not co-ordinated/integrated.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services				Open

Potential Effects: Ineffective joint services

Lead Supporting Officer Comments: Part 9 of the Social Services and Wellbeing Act (Wales) sets out new requirements for pooled budgets. Betsi Cadwaladr University Health Board (BCUHB) and Local Authorities are required to develop pooled budget arrangements for long term care by 2018. Discussions are taking place regionally and locally in relation to how best to take this forward. The level of risk relates to the Council's ability to achieve this in what is a challenging timescale.

Last Updated: 19-Dec-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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ST112	Safeguarding arrangements do not meet the requirements of the Social Service and Well-being (SSWB) Act.	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Yellow		Open
<p>Potential Effects: Criticism from Regulator</p> <p>Lead Supporting Officer Comments: A specific module on safeguarding in line with the act is being delivered to staff in Social Services. Work is being undertaken to develop a programme for the staff group in the wider Council. Corporate Training are making act compliant e-learning available to all staff by the end December 2016.</p> <p>Last Updated: 19-Dec-2016</p>								

3 Economy and Enterprise

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST113	The Northern Powerhouse and Local Enterprise Partnership (LEP) could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager	Red	Amber	↓	Open

Potential Effects: If a significant growth deal package is agreed for Cheshire / Warrington area then it will bring the local partners the ability to manage the economy locally with new investment as well as devolved powers that allow a responsive approach to meeting local needs. This has the potential to make the area more attractive to new business investment and to enable the maximum benefits from economic growth to reach local people.

Lead Supporting Officer Comments: There has been extensive work to make the case for increased devolution of powers as part of the development of the North Wales Growth Vision. There have been positive discussions with Welsh Government in relation to the future role of the Economic Ambition Board and the emerging approach to regional working as a alternative to Local Government Reorganisation may help with this process.




Last Updated: 07-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST114	Infrastructure investment does not keep pace with needs and business is lost to the economy.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager	Red	Amber	↓	Open

Potential Effects: The potential impact would include businesses choosing not to locate in Flintshire, existing businesses finding it harder to justify remaining in the area and a worsening quality of life where, for example, traffic congestion increases.

Lead Supporting Officer Comments: Flintshire has worked with partners across North Wales and the North West of England in developing ambitious visions for economic growth for both North Wales and the Cheshire Warrington area. Both visions set out the economic benefits that can be realised in the region and the infrastructure needed to deliver them. These have been submitted to the UK Government for consideration. Further work is also underway to identify barriers to developing the key strategic development sites in Flintshire.




Last Updated: 19-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST115	Support for businesses in Flintshire does not meet needs and fails to encourage investment.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open

Potential Effects: i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment

Lead Supporting Officer Comments: The Council has been working closely with potential investors and the rate of conversion remains high. Flintshire Business Week 2016 was very successful with a number of well attended events and remains a very popular and cost effective way of engaging with and supporting the business community, enabling them to network and trade together.

Last Updated: 06-Dec-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST116	Devolved powers in Wales do not match those in England.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effects: Areas with a greater range of devolved powers have the potential to manage their economy in a more responsive manner and are able to take decisions quickly across a wide range of service areas. This gives them a considerable advantage in creating the conditions for successful business growth and neighbouring areas are likely to struggle to compete for new business investment.

Lead Supporting Officer Comments: The risk assessment remains unchanged in this quarter but there has been extensive work to make the case for increased devolution of powers as part of the North Wales Growth Vision.

Last Updated: 14-Oct-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
ST117	Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Strategic Risk	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Principal Education Officer Primary	Amber	Amber		Open

Potential Effects: Flintshire residents are not appropriately skilled to meet the labour market requirements.

Lead Supporting Officer Comments: Labour Market Intelligence is feeding into the forums to provide further evidence of employee skill needs for the future. The Construction Industry Training Board (CITB) have just started a pilot project which creates direct links between local schools and construction companies to develop awareness of the range of future employment opportunities and the associated skills required.


Last Updated: 29-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST118	Training places will not match current or future employer aspirations and needs	Strategic Risk	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Principal Education Officer Primary	Amber	Amber		Open

Potential Effects: Flintshire residents will not have access to a suitable range of qualifications which will facilitate successful recruitment within the local area.

Lead Supporting Officer Comments: Labour Market Intelligence generated by the North Wales Economic Ambition Board is circulated to providers to raise awareness of training requirements. Discussions around the information are taking place through the existing forums.


Last Updated: 29-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST119	Timescales of European Social Fund (ESF) programmes will not meet local targets and requirements.	Strategic Risk	Jeanette Rock - Principal Education Officer Inclusion	Claire Homard - Principal Education Officer Primary	Amber	Amber		Open

Potential Effects: Reduced time to make best use of the ESF funding resulting in low project impact on young people who are at risk of disengagement and becoming NEET (Not in Education, Employment or Training).

Lead Supporting Officer Comments: Recruitment has taken place and all TRAC posts are now filled giving a complete establishment of staff.


Last Updated: 06-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST120	Schools do not receive and/or make best use of the support they need from the Council and Gwasanaeth Effeithiolrwydd (GwE)	Strategic Risk	Claire Homard - Principal Education Officer Primary	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber		Open

Potential Effects: Schools are less well informed about developments and what their actions to ensure continued improvement should be. Progress in improving outcomes for learners is reduced.

Lead Supporting Officer Comments: Fortnightly meetings between the Senior Manager for School Improvement and the Senior Challenge Adviser for the Flintshire Hub ensure that schools of concern are regularly discussed and appropriate support provided.

Last Updated: 19-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST121	Numbers of school places not matching the changing demographics.	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Principal Education Officer Primary	Red	Red		Open

Potential Effects: Higher teaching ratios, unfilled places, backlog maintenance pressures

Lead Supporting Officer Comments: Reducing unfilled places via School Organisation Change is an on-going process which has a long timeline (School change projects can take 3-5 years from inception to delivery) before reductions of unfilled places can be realised and continues to be an on-going process linked to the School Modernisation Programme.

To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of around 10% unfilled in all school sectors.

The recent School Organisation Change determinations, will result in a reduction in unfilled places across both primary and secondary sectors. This will be required post statistical school returns in September.

As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by circa 450 places

Last Updated: 28-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST122	Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Claire Homard - Principal Education Officer Primary	Red	Red	↔	Open

Potential Effects: Schools unable to operate effectively, potential school down time, negative impact on curriculum delivery

Lead Supporting Officer Comments: No change since Quarter 1.

Continuation of School Modernisation programme is the only conceivable way of addressing the repair and maintenance backlog. Additionally the programme continuation will also support:

- (i) A reduction of unfilled places
- (ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership
- (iii) Ensure that the condition and suitability of the school estate is improved.

Additionally, capital business cases for improvement and repairs and maintenance projects in schools will be submitted via the Council's business case process for consideration.

Last Updated: 19-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST123	Leadership capacity does not match school needs	Strategic Risk	Claire Homard - Principal Education Officer Primary	Jeanette Rock - Principal Education Officer Inclusion	Amber	Amber	↔	Open

Potential Effects: Flintshire learners do not leave with suitable qualifications to enable them to progress into further education or employment. Overall school standards decrease with an increase in schools entering into an Estyn category and requiring significant levels of intervention to improve.

Lead Supporting Officer Comments: All schools in Flintshire currently have appropriate leadership arrangements in place. Out of 64 primary schools there are two Acting Head positions - one in relation to potential school reorganisation and one in relation to the temporary secondment of the substantive Head to the Regional School Improvement Service. In the secondary sector where there are 12 schools, two have interim Headteacher posts to cover vacancies, which will be advertised to secure substantive appointments.

Last Updated: 19-Dec-2016

5 Safe Communities

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST124	Lack of sustainable funding to deliver nationally determined community safety priorities.	Strategic Risk	Sian Jones - Public Protection Manager - Community		Amber	Yellow	↓	Open

Potential Effects: Unable to deliver services

Lead Supporting Officer Comments: No issues to report. Funding levels for external grants in 2016/17 have all been confirmed.

Last Updated: 29-Nov-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST125	Retention of experienced and skilled staff due to the short term grant funding regime.	Strategic Risk	Sian Jones - Public Protection Manager - Community		Amber	Amber	↔	Open

Potential Effects: Staff shortages may impact on service delivery.

Lead Supporting Officer Comments: We have received confirmation of grant funding until 31st March 2017, however Welsh Government are unable to commit to funding levels beyond that date.

Last Updated: 29-Nov-2016


6 Poverty

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST126	Demand for advice and support services will not be met.	Strategic Risk	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	Yellow	Yellow		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.

Lead Supporting Officer Comments: From October 2016, the Council's Welfare Rights Team will be based in the Citizen Advice Flintshire Mold office. Collaboration with Citizen Advice Flintshire will maximise the efficient use of service resources, increasing the number of households who are helped to access their correct entitlement of social security benefits. In addition, the Advice and Housing Support Gateways continue to help providers to manage demand from households experiencing social welfare problems as a result of the ongoing transformation of the United Kingdom social security system.

Last Updated: 06-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST127	Debt levels will rise if tenants are unable to afford to pay their rent.	Strategic Risk	Katie Clubb - Community Support Services Manager	Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber		Open

Potential Effects: In 2018, the reductions to the financial support provided by welfare benefits to help low-income tenants pay their housing costs and the expansion of the Universal Credit Full Service across Flintshire will increase the number of households accruing rent arrears. In addition, some households, e.g., single people aged under 35, will find that from April 2018; their social housing property is no longer an affordable housing option.

Lead Supporting Officer Comments: Due to the continued, slow introduction of Universal Credit within Flintshire, the number of claimants who are also tenants remains low. The personal budgeting service delivered by Citizen Advice Flintshire is coping with the present demand from Universal Credit claimants who are struggling to pay their rent.

It is not projected that there will be a significant increase in the number of Universal Credit claimants during this current financial year.

The Council continues to work closely with the Universal Credit Service Centre to identify and resolve issues that arise with requests for a claimant's housing costs to be paid directly to social/private landlords.

Last Updated: 06-Dec-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST128	The local economy will suffer if residents have less income to spend.	Strategic Risk	Katie Clubb - Community Support Services Manager	Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open

Potential Effects: The welfare reforms will reduce income levels in Flintshire by an average of £500 per working age adult pa by 2018. This will have a wider knock-on effect for the Flintshire economy given households (particularly lower-income households) will have less money to spend on local goods and services.

Lead Supporting Officer Comments: During quarter 2, Flintshire residents received specialist advice and support to access on-going social security benefits worth £451,982 and one-off lump sum payments totalling £100,805, increasing the spending power of these households within the local economy.

Last Updated: 06-Dec-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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ST129	Residents do not take up the energy efficiency measures available.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open
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Potential Effects: i) Available resources not used to their full potential ii) Household energy bills higher than needed iii) Fuel poverty remains higher than needed

Lead Supporting Officer Comments: There has been a strong level of demand for energy efficiency measures and in particular for the external wall insulation offered in Deeside.

Last Updated: 14-Oct-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST130	Available funding for energy efficiency measures may fall short of public demand.	Strategic Risk	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open

Potential Effects: i) Public frustration, and reduced funding may impact on the Council's reputation. ii) Opportunities to reduce household costs and fuel poverty may not be fully realised.

Lead Supporting Officer Comments: There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively considered.

Last Updated: 16-Dec-2016


7 Environment

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST131	Sufficient funding 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: A lack of sufficient funding would result in a worsening condition of the highway infrastructure across Flintshire.

Lead Supporting Officer Comments: In quarter 2 significant schemes have been measured on a internal matrix for the purposes of rank ordering, and collated for tendering purposes to ensure cost effective delivery. Contracts are in place, and preventative and corrective maintenance schemes of the highest ranked sites within the network will be completed before the end of the financial year.


Last Updated: 19-Dec-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST132	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: Increase in individual car usage. Increase in deterioration of the highway. Not meet the requirements of the Active Travel Wales bill.

Lead Supporting Officer Comments:

Last Updated: 30-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST133	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	Amber	Amber		Open

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

Lead Supporting Officer Comments:

Last Updated: 30-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST134	Reduction of the Single Environment Grant.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber	↔	Open

Potential Effects: Potential reduction in future service provision

Lead Supporting Officer Comments: In quarter 2 this still remains a risk as we await the final Welsh Government Revenue Grant Settlement and the impact that may have on grant levels. Latest information suggests a 6% overall reduction for 2017/18.

The matter has been raised with the Council's leadership and with Welsh Local Government Association.

Last Updated: 19-Dec-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST135	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	Amber	Amber	↔	Open

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

Lead Supporting Officer Comments:

Last Updated: 20-Sep-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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ST136	Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber		Open
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Potential Effects: Unable to generate power through FCC controlled renewables sources. Continue to pay market prices for energy.

Lead Supporting Officer Comments: In quarter 2 the initial appraisal was undertaken with Green Growth Wales team.


Last Updated: 30-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST137	Funding will not be secured for priority flood alleviation schemes.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment		Red	Red		Open

Potential Effects: Flood schemes will not be delivered

Lead Supporting Officer Comments: In Quarter 2 the grant and availability is continuing to be monitored. A capital bid to potentially address flood risk schemes is also being established.




Last Updated: 29-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST138	Customer expectations around the delivery of flood alleviation schemes are not effectively managed.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment		Amber	Amber		Open




Potential Effects: Flood schemes will not be delivered

Lead Supporting Officer Comments: In quarter 2 improved information was provided prior to commencement of projects helping to address expectations.

Last Updated: 29-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST139	Environmental crime programmes are not supported by the public and employees.	Strategic Risk	Andrew Farrow - Chief Officer - Planning and Environment					Open
<p>Potential Effects: Continued problems with littering, graffiti and loss of environmental quality</p> <p>Lead Supporting Officer Comments: In quarter 2 the success of projects has continued to be monitored and actions taken which have resulted in a reduced risk.</p> <p>Last Updated: 30-Nov-2016</p>								




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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST140	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 limit the capacity for communities to assist in community asset transfer and other programmes.

Lead Supporting Officer Comments: Q2 - Building on the Community Asset Transfers from 2015/16 nine applications are now being progressed. In addition five ADM's are in progress, see section 8.1.1.4.




Last Updated: 30-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST141	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: Organisational change objectives cannot be met.

Lead Supporting Officer Comments: Q2 - Organisational change programmes are broadly within planned timescales, reflecting the willingness of the workforce and Trade Unions to embrace change.




Last Updated: 30-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST142	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.

Lead Supporting Officer Comments: Completed Alternative Delivery Model (ADM) business plans contain some initial considerations of market conditions. More detailed planning market analysis work is being completed in the transition phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing.

Last Updated: 29-Nov-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST143	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


Potential Effects: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council..

Lead Supporting Officer Comments: Q2 - The amber rating is due to the transitional arrangements currently in place. The transitional period is nearing end and reports are due to go to Cabinet in December. Following this the risk level will change.




Last Updated: 30-Nov-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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ST144	Procurement regulations stifling our ability to develop local community and third sector markets	Strategic Risk	Arwel Staples - Strategic Procurement Manager		Yellow	Yellow		Open
<p>Potential Effects: Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers</p> <p>Lead Supporting Officer Comments: A new corporate procurement strategy has been developed. The strategy has now been approved and one of the key outcomes is local supplier development, increased use of community benefits, and increased spend with Social Enterprises.</p> <p>Last Updated: 30-Nov-2016</p>								

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST145	Newly established Social Enterprises fail in their early stages of development	Strategic Risk	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer	Amber	Amber		Open
<p>Potential Effects: New social enterprises are not sustainable and go into liquidation</p> <p>Lead Supporting Officer Comments: Q2 - The Social Enterprise Sector working group has met twice and is planning how it will provide leadership and support to the sector.</p> <p>Last Updated: 29-Nov-2016</p>								

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
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ST146	Newly established Community Asset Transfers fail in their early stages of development	Strategic Risk	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
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Potential Effects: New social enterprises are not sustainable and go into liquidation

Lead Supporting Officer Comments: Business development work is on going. Monitoring of new Community Asset Transfers starts this year with reports received from Community groups and monitoring meetings arranged.

The Social Enterprise Sector working group is now active.

Last Updated: 30-Nov-2016




Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST147	The scale of the financial challenge.	Strategic Risk	Gary Ferguson - Corporate Finance Manager					Open

Potential Effects: The Council does not have sufficient funding to meet it's priorities and obligations.

Lead Supporting Officer Comments: Q2) The Provisional Settlement for 2017/18 has since been received and is more favourable than the figure assumed within the forecast.

Work is continuing regarding stage 2 of the 2017/18 budget and the forecast will be updated once this work is complete.


Last Updated: 29-Nov-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST148	The capacity and capability of the organisation to implement necessary changes.	Strategic Risk	Sharon Carney - Lead Business Partner					Open

Potential Effects: Organisational change objectives cannot be met.

Lead Supporting Officer Comments: Organisational change programmes are broadly on time and on budget.

Last Updated: 29-Nov-2016


Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST149	The pace of procurement collaborations and our limited control over their development.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Yellow	Amber		Open

Potential Effects: Procurement efficiencies will not be realised.

Lead Supporting Officer Comments: The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified. The work programme delivery is being closely monitored.

However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward.

Last Updated: 20-Oct-2016

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST150	Public attitude to accessing services on-line.	Strategic Risk	Clare Budden - Chief Officer - Community and Enterprise	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.

Lead Supporting Officer Comments: Q2) There continues to be an increase in the number of people choosing digital to transact with the Council; the number of digital transactions and website usage grows every quarter.

Customer Services regularly monitor customer feedback around digital to ensure the services delivered digitally are fit for purpose. Frontline support continues to be offered via Flintshire Connects Advisors, encouraging and enabling customers to self-service now and in the future. Additionally, the rollout of payment kiosks at Flintshire Connects, with no concerns from the public demonstrates a level of acceptance that customers expect to self-service when accessing certain services.

Last Updated: 29-Nov-2016