

# Corporate Risk Register Report

|                              |                  |                   |                    |                   |
|------------------------------|------------------|-------------------|--------------------|-------------------|
| Number of Risks<br><b>12</b> | Red<br><b>10</b> | Amber<br><b>2</b> | Yellow<br><b>0</b> | Green<br><b>0</b> |
|------------------------------|------------------|-------------------|--------------------|-------------------|

|                                 |                                 |                                 |                             |                                 |
|---------------------------------|---------------------------------|---------------------------------|-----------------------------|---------------------------------|
| Risks Above Target<br><b>11</b> | Risks Within Target<br><b>1</b> | Risks Deteriorating<br><b>1</b> | Risks Improving<br><b>1</b> | New/Escalated Risks<br><b>3</b> |
|---------------------------------|---------------------------------|---------------------------------|-----------------------------|---------------------------------|

| Risk   | Description  | Risk Type | Inherent Risk Score | Target Risk Score | Current Risk Score | Direction of Change |
|--|--|-----------|---------------------|-------------------|--------------------|---------------------|
| RCF01 - Reserves                                   | Insufficient Reserves will impact on the financial resilience of the Council   | Strategic | 9                   | 4                 | 16                 | ↔                   |
| RCF08 - Fraud and Prevention                       | The Council may be subject to fraud from both internal and external factors  | Strategic | 12                  | 6                 | 6                  | ↔                   |
| RCF09 - Housing Revenue Account Capital Investment | Sufficient funding capacity to meet Welsh Housing Quality Standards 2.0 targets  | Strategic | 20                  | 10                | 15                 | ↑                   |
| RCF18 - Medium-Term Financial Strategy (MTFS)      | Impact on the stability of the Medium-Term Financial Plan of increases in service demand, high inflation and reduced future Welsh Government, Local Government Settlements   | Strategic | 20                  | 9                 | 20                 | ↔                   |
| REY01 - Financial Viability of Schools             | Schools are not financially viable due to insufficient base funding  | Strategic | 15                  | 15                | 20                 | ↔                   |
| RGV01 - Loss of IT/Cyber Security                  | Significant loss of corporate data and systems due to security / environmental / technical incident  | Strategic | 20                  | 12                | 20                 | ↓                   |
| RHC09 - Resource to meet Homeless Obligations      | The Council is unable to meet it's homelessness statutory obligations due to shortages in staff, budgetary pressures and lack of available accommodation   | Strategic | 15                  | 12                | 20                 | ↔                   |
| RHR29 - Recruitment and Retention                  | Inability to attract and retain valued employees   | Strategic | 9                   | 2                 | 9                  | ↔                   |
| RHR30 - Employment Related Costs                   | Increased costs associated with temporary / additional resources to the workforce (agency costs, sickness absence, additional hours and overtime)  | Strategic | 16                  | 6                 | 12                 | ↔                   |
| RPE11 - Net Zero Carbon Goal                       | Affordability of the Council being able to achieve its net zero carbon goal. Inability to commit or attract sufficient resource to coordinate the programme and deliver on projects, leading to opportunities not being maximised, actions not delivered and benefits not realised | Strategic | 9                   | 2                 | 12                 | ↔                   |
| RSS54 - Care Provision Sustainability              | Market stability / placement sufficiency leading to insufficient and unaffordable care provision   | Strategic | 12                  | 4                 | 12                 | ↔                   |
| RST07 - Increase in Residual Waste                 | Inability to achieve national recycling targets due to increased residual waste tonnages collected   | Strategic | 12                  | 2                 | 12                 | ↔                   |

# RCF01 - Reserves

**Inherent Risk Score**

9

**Current Risk Score**

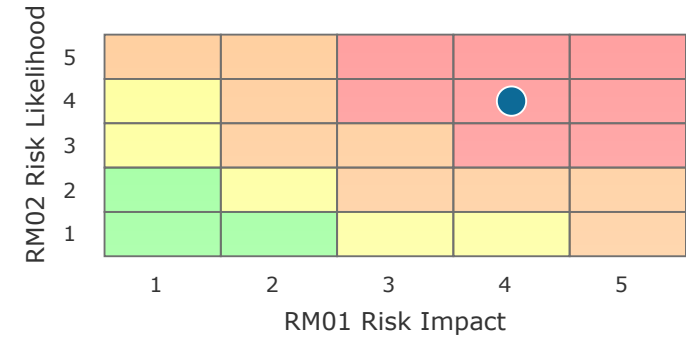
16

**Target Risk Score**

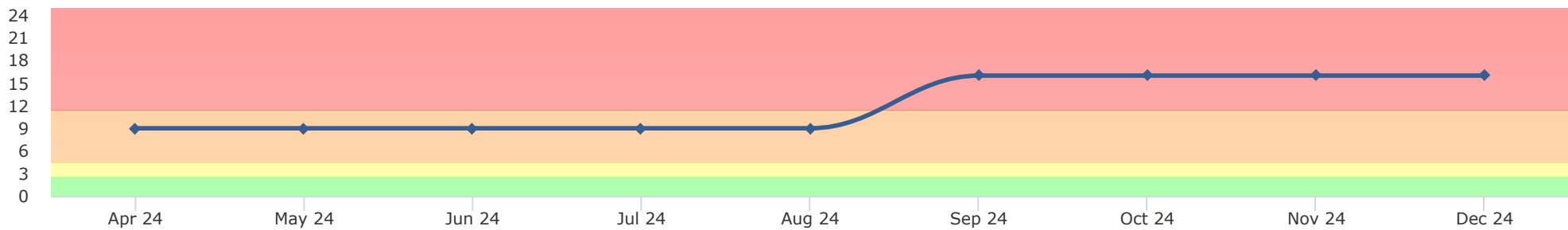
4

|               |   |
|---------------|---|
| Description   | Insufficient Reserves will impact on the financial resilience of the Council  |
| Key Impacts   | <ol style="list-style-type: none"> <li>Inability to invest or provide services for our residents</li> <li>Inability to use reserves to balance the budget thus requirement to issue a section 114 notice under the Local Government Finance Act 1988</li> <li>Organisation would be vulnerable to emerging financial pressures</li> </ol> |
| Risk Category | <ul style="list-style-type: none"> <li>Economic</li> <li>Legal</li> </ul>   |
| Risk Type     | Strategic   |
| Owner         | Gary Ferguson   |
| Comments      | The in-year reported overspend at Month Seven has further reduced the Contingency Reserve available even after £1 million of earmarked reserved being released in year, placing a high risk on the financial resilience of the Council.   |

**Current Score on the Risk Matrix**



**Direction of Change**



## How are we managing risk?

|                           |  |
|---------------------------|--|
|                           |  |
| Governance                | Frequent reporting to Chief Officer Team, Cabinet Members, Programme Board, Corporate Resources Overview and Scrutiny Committee (CROSC) and Council  |
| Internal Controls/Process | Usable reserves are reported to CROSC and Cabinet as part of the monthly revenue budget monitoring. Earmarked reserves are reported quarterly and in Months 5 and 6 £1 million was released of earmarked reserves to the contingency reserves and further reviews and challenge will be ongoing. |

## Risk Mitigation Actions

|   | Action  | Stage       | RAG | Latest Update   | Due Date   |
|---|---|-------------|-----|---|------------|
| <input checked="" type="checkbox"/> RCF006T | In-year action plan to be completed by Portfolios | Completed   | ✓   | In-year action plan have been provided by over spending Portfolios to mitigate the in-year over spend position and this was presented to CROSC in November.   | 30/11/2024 |
| <input checked="" type="checkbox"/> RCF007T | Ongoing review of ear marked reserves             | In Progress | ★   | Principal Accountants are liaising with Portfolios frequently to challenge the Portfolios current level of ear-marked reserves, particularly those balances that have not been used for a period of time. |            |

# RCF08 - Fraud and Prevention

**Inherent Risk Score**

**12**

**Current Risk Score**

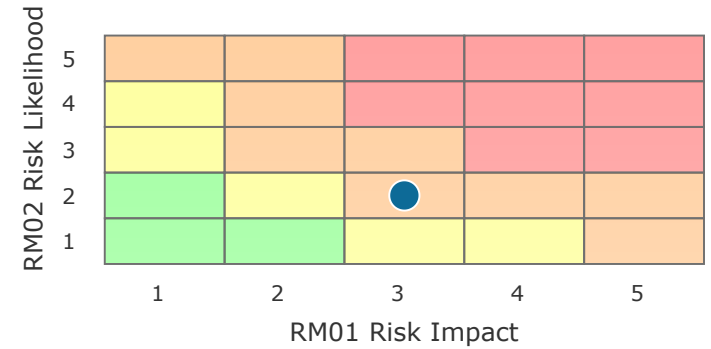
**6**

**Target Risk Score**

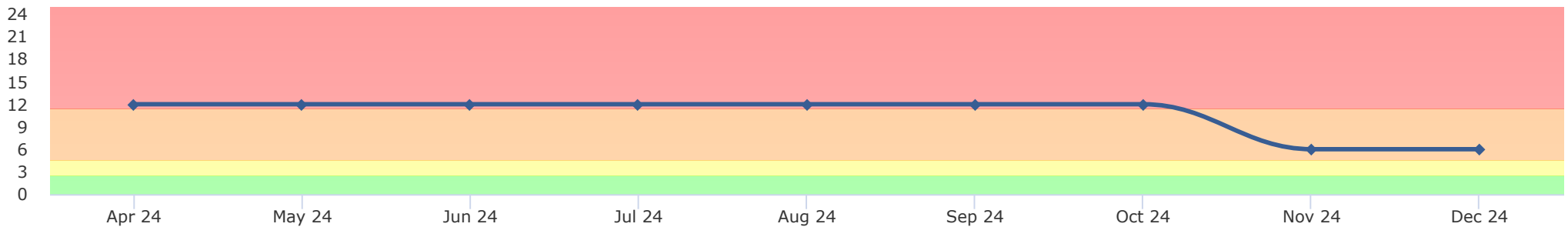
**6**

|               |  |
|---------------|--|
| Description   | The Council may be subject to fraud from both internal and external factors  |
| Key Impacts   | 1. Financial loss<br>2. Impact on reputation<br>3. Systematic failure  |
| Risk Category | Economic   |
| Risk Type     | Strategic  |
| Owner         | Gary Ferguson  |
| Comments      | Following a detailed review of the internal controls and processes in place, it was determined that at this point, they are sufficient enough to reduce the risk of likelihood of potential fraud taking place |

**Current Score on the Risk Matrix**



**Direction of Change**



## How are we managing risk?

|                           |   |
|---------------------------|---|
|                           |   |
| Governance                | Systems in place to identify duplicate payments or block payments (where necessary) through intelligence protocols. Regular reconciliations and annual audits of the systems are undertaken. Reports regarding the review of system intelligence provided to Senior Manager. Liaise with external Treasury Management Advisors regarding borrowing and investments.   |
| Internal Controls/Process | Policies / Strategies and Segregation of duties in place. Treasury Management performance is reported quarterly and the Treasury Management Strategy is reviewed annually and approved by Council (February). Regular reconciliation and monitoring of income and expenditure, checks on new suppliers and verification of bank details. Financial Procedure Rules and Internal Audit reviews. Liaise with the Council's banking regarding relevant training and information sharing. Dual authorisation in place for expenditure that exceeds a certain threshold. |

## Risk Mitigation Actions

|   | Action   | Stage       | RAG | Latest Update  | Due Date    |
|---|--|-------------|-----|--|-------------|
| <input checked="" type="checkbox"/> RCF010T | Annual review of Treasury Management Strategy              | In Progress | ●   | The annual review of the Treasury Management Strategy will be undertaken in February 2025.   | 31 Mar 2025 |
| <input checked="" type="checkbox"/> RCF011T | Quarterly reporting regarding Treasury Management breaches | In Progress | ★   | Quarterly reporting regarding Treasury Management breaches continues to take place and information is provided to Senior Management. | 31 Mar 2025 |

# RCF09 - Housing Revenue Account Capital Investment

**Inherent Risk Score**

**20**

**Current Risk Score**

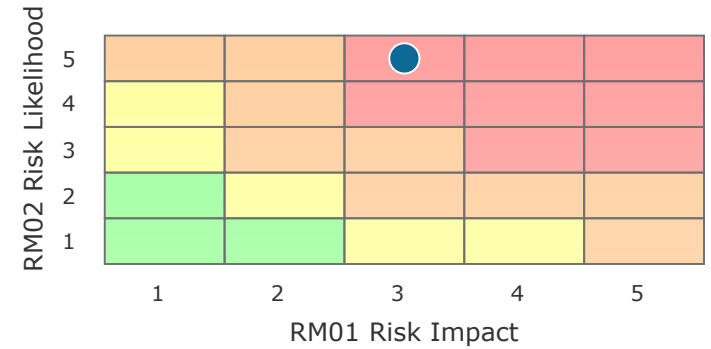
**15**

**Target Risk Score**

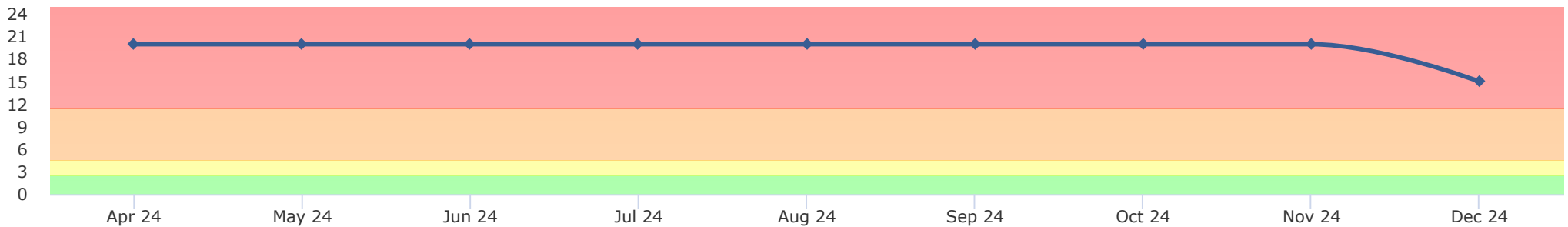
**10**

|               |  |
|---------------|--|
| Description   | There is insufficient funding capacity to meet Welsh Housing Quality Standards (WHQS) 2.0 targets  |
| Key Impacts   | 1. Non-compliance with the WHQS 2.0 targets  |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Legal</li> <li>▪ Social</li> </ul>  |
| Risk Type     | Strategic  |
| Owner         | Gary Ferguson  |
| Comments      | The impact for the risk has been reduced to 3, as Welsh Government are working with local authorities to reduce the impact where possible. |

**Current Score on the Risk Matrix**



**Direction of Change**



## How are we managing risk?

|                           |  |
|---------------------------|--|
|                           |  |
| Governance                | Reporting to Capital Assets Programme Board, Chief Officer Team (COT), Cabinet, Housing and Communities Overview and Scrutiny Committee and Council                        |
| Internal Controls/Process | Finance and service area working to assess financial impact and mitigation options, findings reported through to Service Management Team meeting, Programme Board and COT. |

## Risk Mitigation Actions

|   | Action  | Stage       | RAG | Latest Update  | Due Date    |
|---|---|-------------|-----|--|-------------|
| <input checked="" type="checkbox"/> RCF012T | Stock Condition Surveys to be completed   | In Progress | ●   | Welsh Government have requested that Stock Condition Surveys are completed by March 25 and work is underway regarding this piece of work.  | 31 Mar 2025 |
| <input checked="" type="checkbox"/> RCF013T | Target Energy Pathways for all stock to be completed                                    | In Progress | ●   | Welsh Government have requested that Target Energy Pathways for all stock is undertaken, to establish what works are required to achieve an EPC 'A' rating and these are required to be completed by 2027. | 31 Mar 2025 |
| <input checked="" type="checkbox"/> RCF014T | The Council to form part of Welsh Government's working group regarding funding options. | In Progress | ★   | The Welsh Government have recently set up a working group to work through possible funding options and the Council have ensured that they have joined that working group.                                  | 31 Mar 2025 |

## RCF18 - Medium-Term Financial Strategy (MTFS)

Inherent Risk Score

20

Current Risk Score

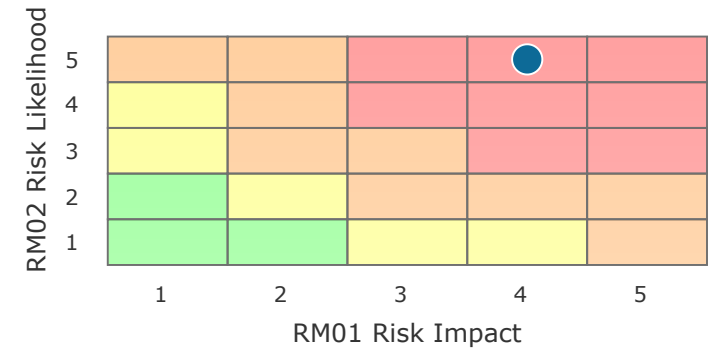
20

Target Risk Score

9

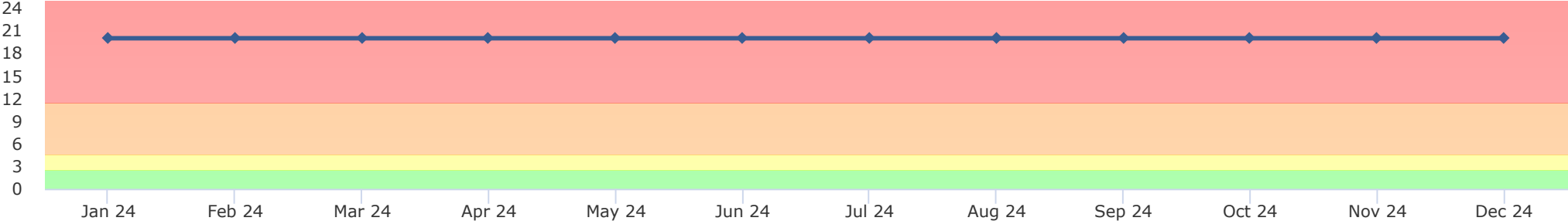
|               |   |
|---------------|---|
| Description   | Increased service demand, high inflation and reduced future Welsh Government, Local Government Settlements could impact the stability of the Medium-Term Financial Plan   |
| Key Impacts   | <ol style="list-style-type: none"> <li>1. Stability of the Medium-Term Financial Plan</li> <li>2. Reduced or ceased service delivery</li> <li>3. Inability to set a legal and balanced budget with result in a Section 114 notice being issued under the Local Government Finance Act 1988</li> </ol>   |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Legal</li> <li>▪ Political</li> <li>▪ Social</li> </ul>  |
| Risk Type     | Strategic   |
| Owner         | Gary Ferguson   |
| Comments      | <p>The Provisional Settlement from Welsh Government in December has indicated a 3.3% increase in our Funding allocation (compared to the Welsh average of 4.3%).</p> <p>The Council's additional budget requirement has now risen to £47.493m and it is estimated that the Council will need to identify further cost reductions / additional income from local taxation of around £20m/£21m.</p> <p>The Council will be seeking additional funding through a national floor funding mechanism. Options to balance the budget for 2025/26 are now being prepared for Member consideration in January / February 2025.</p> |

Current Score on the Risk Matrix





# Direction of Change



## How are we managing risk?

|                           |  |
|---------------------------|--|
| Governance                | Reports are provided regarding the MTFS (including information regarding Welsh Government Funding) to Chief Office Team, Cabinet, Corporate Resources Overview and Scrutiny Committee (CROSC), Council, Programme Board and Members Workshops (where applicable).  |
| Internal Controls/Process | Usable reserves are reported to CROSC and Cabinet as part of the monthly revenue budget monitoring. Earmarked reserves are reported quarterly and in Months 5 and 6 £1 million was released of earmarked reserves to the contingency reserves and further reviews and challenge will be ongoing. Regular Programme Co-ordinating Group meetings. Reporting monthly to COT and quarterly to Cabinet and CROSC in the first half of the year, monthly thereafter. Latest MTFS update is provided within the monthly budget monitoring reports. |

## Risk Mitigation Actions

|   | Action  | Stage       | RAG | Latest Update  | Due Date   |
|---|---|-------------|-----|--|------------|
| <input checked="" type="checkbox"/> RCF001T | Regular monitoring and reporting of the financial position of the organisation                      | In Progress | —   | Revenue Budget Monitoring is reported to Cabinet and CROSC on a monthly basis.   |            |
| <input checked="" type="checkbox"/> RCF002T | Ensuring robust and timely financial planning arrangements over the medium term                     | In Progress | —   | Regular updates on the MTFS and Budget for 2025/26 are reported to Cabinet and to CROSC. Together with a monthly update on the MTFS within the budget monitoring report.   |            |
| <input checked="" type="checkbox"/> RCF003T | Ongoing contribution to national debate on a fairer funding formula                                 | In Progress | —   | This is undertaken with WLGA on behalf of Local Authorities and provide projection and data analysis to support financial pressures. In addition, the Leader and Chief Executive also directly liaise with Welsh Government on specific funding issues.  |            |
| <input checked="" type="checkbox"/> RCF004T | Ongoing engagement with Society of Welsh Treasurers (SWT) and WLGA and the escalation of key issues | In Progress | —   | The Council is represented at the monthly meetings with SWT and has regular liaison with WLGA on key issues.   |            |
| <input checked="" type="checkbox"/> RCF005T | Ensuring adequate levels of reserves are maintained across the Council                              | In Progress | —   | Work on the challenge of earmarked reserves is ongoing. A moratorium on spend has been put in place to minimise the projected in year overspends with the aim of strengthening the position for Council Reserves. In-year action plan have been provided by over spending Portfolios to mitigate the in-year over spend position and this was presented to CROSC in November. Principal Accountants are liaising with Portfolios frequently to challenge the Portfolios current level of earmarked reserves, particularly those balances that have not been used for a period of time. |            |
| <input checked="" type="checkbox"/> RCF006T | In-year action plan to be completed by Portfolios   | Completed   | ✓   | In-year action plan have been provided by over spending Portfolios to mitigate the in-year over spend position and this was presented to CROSC in November.  | 30/11/2024 |
| <input checked="" type="checkbox"/> RCF007T | Ongoing review of ear marked reserves   | In Progress | ★   | Principal Accountants are liaising with Portfolios frequently to challenge the Portfolios current level of earmarked reserves, particularly those balances that have not been used for a period of time.   |            |

# REY01 - Financial Viability of Schools

Inherent Risk Score

15

Current Risk Score

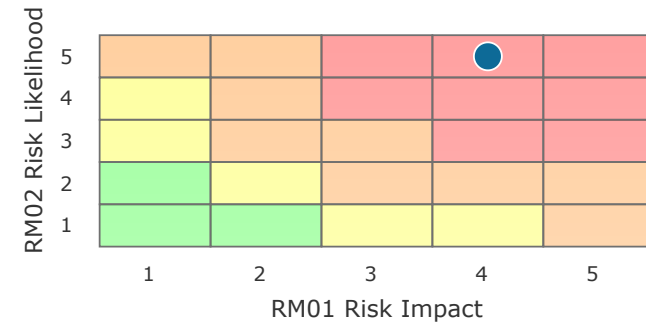
20

Target Risk Score

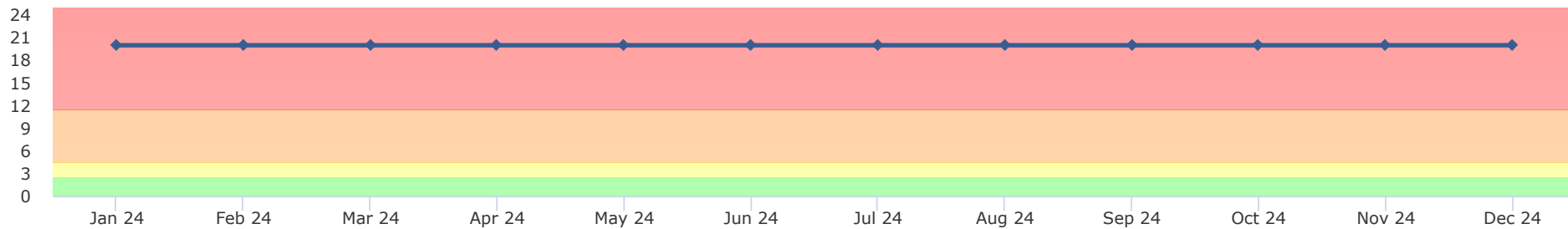
15

|               |   |
|---------------|---|
| Description   | Schools are not financially viable due to insufficient base funding   |
| Key Impacts   | <ol style="list-style-type: none"> <li>1. A increasing number of schools are expected to enter a deficit budget position by the end of 2024/25</li> <li>2. Impact of increased monitoring action on School Improvement Team, HR and Finance</li> <li>3. Impact on Leadership Teams within schools</li> <li>4. Potential impact on learners, for example a reduced curriculum offer</li> </ol> |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Political</li> <li>▪ Social</li> </ul>   |
| Risk Type     | Strategic   |
| Owner         | Claire Homard   |
| Comments      | Ongoing monitoring of forecasted closing balances will continue throughout the remainder of the 2024/25 financial year.   |

Current Score on the Risk Matrix



Direction of Change



## How are we managing risk?

|                           |  |
|---------------------------|--|
|                           |  |
| Governance                | School Governing Bodies are expected to submit a balanced budget plan each year and where this is not possible, they are required to apply for a Licenced Deficit in line with the Protocol for Schools in Financial Difficulty. |
| Internal Controls/Process | Monitored through Education and Youth Programme Board, schools budget forum; schools performance monitoring group  |

## Risk Mitigation Actions

|   | Action  | Stage       | RAG | Latest Update   | Due Date |
|---|---|-------------|-----|---|----------|
| <input checked="" type="checkbox"/> REY001T | Challenge and support meetings with Headteacher/School Business Manager and regular budget monitoring sessions with schools to confirm adherence to licenced deficit protocol, with non compliance triggering formal procedures under Schools Licenced Deficit protocol | In Progress | —   | Throughout October and November we held Support and Challenge meetings with Headteachers and, where necessary, we have asked for the Licenced Deficit (LD) applications to be updated to reflect these discussions. It is anticipated all current LD applications will be signed off in December, however we continue to monitor the forecasted position of all schools and we may need to schedule further meetings in the new year. |          |
| <input checked="" type="checkbox"/> REY002T | Financial Performance Monitoring Group meetings to review performance and agree action plan with specific actions and timescales to address issues identified   | In Progress | —   | We continue to monitor compliance with the Protocol for Schools in Financial Difficulty   |          |
| <input checked="" type="checkbox"/> REY003T | Schools pupil funding Formula review to be scheduled/approved through Schools Budget Forum to ensure base budgets are best allocated  | In Progress | —   | Small changes to the School Funding Formula to be shared with School Budget Forum in January 25. Wider review of the Formula to be considered in 2025/26.   |          |
| <input checked="" type="checkbox"/> REY004T | Local Authority approval mechanisms for recruitment in schools with budget deficits   | In Progress | —   | All Schools in a deficit position have been reminded of the requirement to consult with the Council prior to recruitment.   |          |

# RGV01 - Loss of IT/Cyber Security

**Inherent Risk Score**

**20**

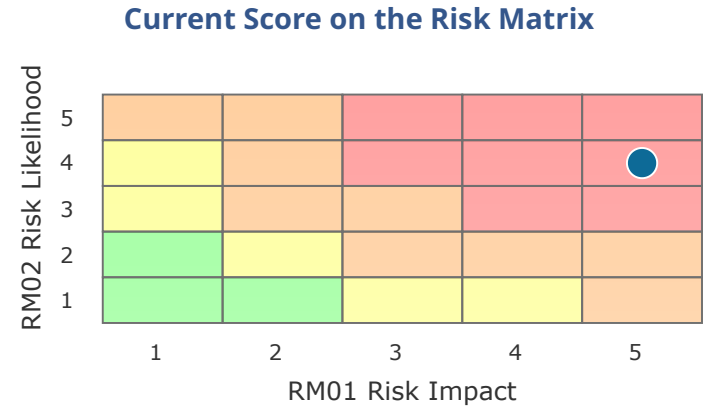
**Current Risk Score**

**20**

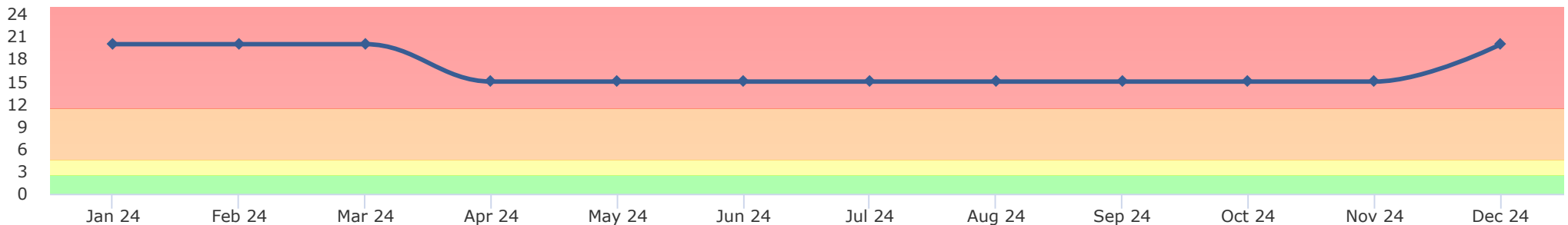
**Target Risk Score**

**12**

|               |  |
|---------------|--|
| Description   | Significant loss of corporate data and systems due to security / environmental / technical incident  |
| Key Impacts   | <ol style="list-style-type: none"> <li>1. Data breaches</li> <li>2. Financial loss</li> <li>3. Reputational damage</li> <li>4. Business disruption</li> </ol>  |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Legal</li> <li>▪ Political</li> <li>▪ Technological</li> </ul>  |
| Risk Type     | Strategic  |
| Owner         | Gareth Owens   |
| Comments      | Risk is increasing due to recent local and international events, therefore the risk likelihood has increased to reflect this. However, work continues on the mitigating actions with a recent review undertaken to further enhance the mitigating actions with support from a Welsh Government initiative. |




**Direction of Change**



## How are we managing risk?

|                           |  |
|---------------------------|--|
| Governance                | Risk is reviewed monthly at Senior Management Meeting. Frequent reporting to Corporate Services Senior Management Meeting.   |
| Internal Controls/Process | Internal groups that have oversight of Cyber Security procedures, threat analysis, policies and review of any incidents. Participation in National Security Groups, such as Warp, and constant review of National Cyber Security Centre guidance. Use of Citrix technologies provides a secure environment which delivers the majority of our business systems. Maintain a second active datacentre allows for the continual provision of critical systems. Utilise strong security controls, vulnerability management and delivery mechanism to reduce this risk. |

## Risk Mitigation Actions

|   | Action   | Stage       | RAG   | Latest Update  | Due Date    |
|---|--|-------------|---|--|-------------|
| <input checked="" type="checkbox"/> RGV001T | Maintain a valid PSN and prepare for Cyber Essentials Accreditation. | Completed   |  | PSN certification achieved for 2024/25. Cyber Essentials Plus not currently being explored but will be revisited in future   | 31/03/2025  |
| <input checked="" type="checkbox"/> RGV006T | Development of Cyber incident reponse and recovery plan.             | In Progress |  | Draft plan has been produced and feedback has been received from IT Managers and Business Continuity Representatives. The plan has been reviewed with the Chief Officer Governance, minor changes are being made, plan will need to be shared with Chief Officer Team. | 31 Mar 2025 |
| <input checked="" type="checkbox"/> RGV007T | Regular review and testing of IT Disaster Recovery Plan.             | In Progress |  | The IT Disaster Recover plan continues to be reviewed on a regular basis.  | 31 Mar 2025 |
| <input checked="" type="checkbox"/> RGV008T | Identify list of critical business applications.                     | In Progress |  | We are now working to the list produced but need to have formal agreement  | 31 Mar 2025 |
| <input checked="" type="checkbox"/> RGV009T | Complete full review on IT Security Policies                         | In Progress |  | This is an ongoing task to review all IT policies and update   | 31 Mar 2025 |
| <input checked="" type="checkbox"/> RGV082T | Enrolment in CymruSOC  | In Progress |  | Preparation onboarding is due to commence early January.   | 30 Jun 2025 |

# RHC09 - Resource to meet Homeless Obligations

**Inherent Risk Score**

**15**

**Current Risk Score**

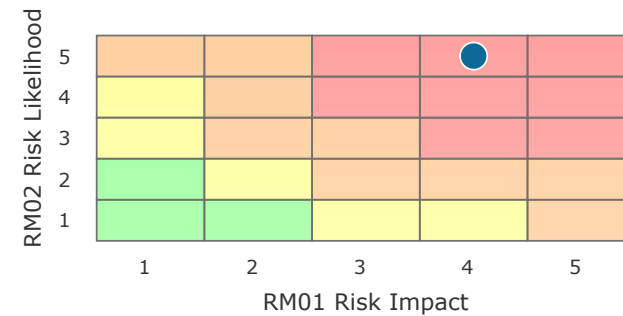
**20**

**Target Risk Score**

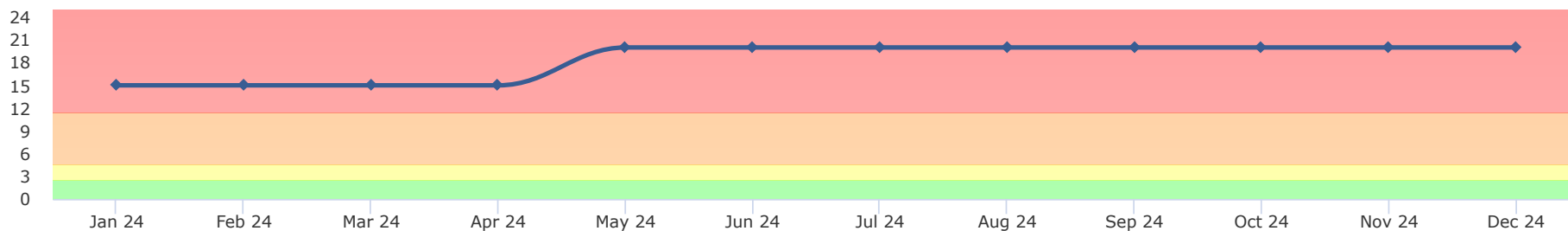
**12**

|               |  |
|---------------|--|
| Description   | The Council is unable to meet it's homelessness statutory obligations due to shortages in staff, budgetary pressures and lack of available accommodation   |
| Key Impacts   | <ol style="list-style-type: none"> <li>1. Reputational damage</li> <li>2. Failure to meet statutory duties</li> <li>3. Failure to manage or project the financial pressures associated with homelessness</li> <li>4. Workforce resilience and recruitment</li> <li>5. Lack of access to homeless accommodation in the county</li> </ol>  |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Legal</li> <li>▪ Political</li> <li>▪ Social</li> </ul>   |
| Risk Type     | Strategic  |
| Owner         | Vicky Clark  |
| Comments      | Whilst lots of plans in place to deliver efficiencies through diversification of homeless accommodation portfolio, it is clear it will take some time for these interventions to achieve significant cost benefit. Numbers of homeless household stabilizing and use of hotels has reduced in recent months. Contract with D2 PropCo to progress along with increase in house shares and new builds all positive and will provide desirable outcomes in time. The restructure of the Housing & Prevention Service is now progressing and appointment to Managers roles complete and three Team Leaders now appointed, with a further two posts to progress later in the month, additional frontline staff to be recruited in January 2025. |

**Current Score on the Risk Matrix**



**Direction of Change**



## How are we managing risk?

|                           |  |
|---------------------------|--|
|                           |  |
| Governance                | Monthly DMT within Housing and Prevention Services to review risks and this would then be discussed further at Housing and Communities SMT. Programme Board quarterly. Ending Homelessness Board quarterly. Rapid Rehousing Transition Plan and Housing Support Programme Strategy.  |
| Internal Controls/Process | Monitor demand for homelessness services. Monitor the levels of emergency accommodation. Monitor demand for homeless services with a view to informing workforce, prevention activities and homeless accommodation planning. Monitor levels of emergency accommodation with a view to informing workforce, move-on activities and homeless accommodation planning. Monthly financial review of budgets to monitor current expenditure and project in-year an future pressures. Monthly monitor levels of emergency accommodation with a view to informing workforce, move-on activities and homeless accommodation planning. Deliver on homeless pressures options paper outcomes (increasing supply of housing, reducing use of emergency accommodation, i.e., B & B's) and is an ongoing programme; overseen by the Ending Homelessness Board. |

## Risk Mitigation Actions

|   | Action   | Stage       | RAG                                   | Latest Update  | Due Date    |
|---|--|-------------|---------------------------------------|--|-------------|
| <input checked="" type="checkbox"/> PHC017T | Successfully deliver the restructure of the Housing & Prevention Service (as supported by Cabinet in October 2024) to increase capacity within the service | In Progress | <span style="color: orange;">●</span> | All funding sources identified for ambitious restructure, taking the service from approximately 42 FTE to 72 FTE. Managers and Senior Staff appointed in December, recruiting to all front line staff and specific project posts, such as Rapid Rehousing Co-Ordinator and Data Analyst to be completed Quarter 4 2024/25.   | 30 Nov 2025 |
| <input checked="" type="checkbox"/> PHC018T | Implement the range of alternatives for hotel and B&B for homeless accommodation (as supported by Cabinet in October 2024).                                | In Progress | <span style="color: orange;">●</span> | Homeless accommodation diversification plan supported by Cabinet in November 2024 and will achieve significant savings for the Council. Contract D2 PropCo progressing and Member briefing session on 11th December. Numerous properties identified across the County. Flintshire based hotel plan progressing. Pipeline of new properties funded through Transitional Accommodation Capital Programme (TACP) ongoing. | 30 Nov 2025 |
| <input checked="" type="checkbox"/> RHC023T | Monthly financial review of budgets to monitor current expenditure and project in-year an future pressures   | In Progress | <span style="color: green;">★</span>  | Monthly meetings continue, positive movement against projected overspend, which is encouraging.  | 31 Mar 2028 |
| <input checked="" type="checkbox"/> RHC024T | Monthly monitor levels of emergency accommodation with a view to informing workforce, move-on activities and homeless accommodation planning               | In Progress | <span style="color: green;">★</span>  | Number of households within homeless accommodation have stabilized and not as high as initially projected for the Quarter 3 period. Encouragingly we have also seen a reduction in seen in the numbers of households placed in hotels and holiday accommodation, as we are now delivering more appropriate and more cost effective homeless accommodation solutions and anticipate this positive trend to continue.    | 31 Mar 2028 |



# RHR29 - Recruitment and Retention

**Inherent Risk Score**

9

**Current Risk Score**

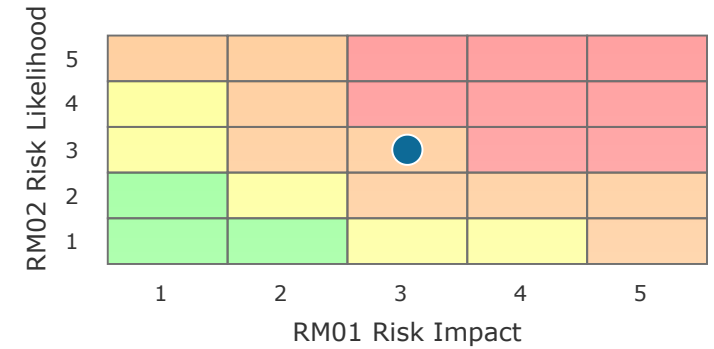
9

**Target Risk Score**

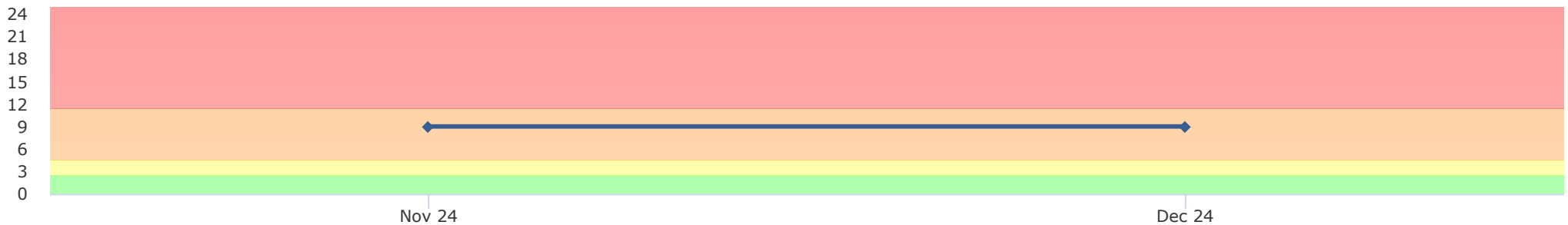
2

|               |   |
|---------------|---|
| Description   | Inability to attract and retain valued employees  |
| Key Impacts   | <ol style="list-style-type: none"> <li>1. Loss of key skills, knowledge and experience</li> <li>2. Recruitment into key posts</li> <li>3. Disruption and the inability to deliver key services</li> <li>4. Increased financial costs</li> </ol> |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Political</li> <li>▪ Social</li> </ul>   |
| Risk Type     | Strategic   |
| Owner         | Sharon Carney   |
| Comments      | Linked to RHR30. Some portfolios have challenges in filling vacancies due in part to national shortages and in part to our pay model being uncompetitive.   |

**Current Score on the Risk Matrix**



**Direction of Change**



## How are we managing risk?

|                           |   |
|---------------------------|---|
|                           |   |
| Governance                | Reports will be provided to Programme Board, Cabinet and Corporate Resources Overview and Scrutiny Committee (CROSC) periodically.  |
| Internal Controls/Process | Periodic benchmarking of posts. Market supplements. Reporting to Portfolios regarding employment statistics and future workforce planning. Workforce exit interviews. Monitoring and frequent reviewing of People Strategy and key measures detailed within the strategy. |

## Risk Mitigation Actions

|   | Action                                   | Stage       | RAG | Latest Update  | Due Date    |
|---|--|-------------|-----|--|-------------|
| <input checked="" type="checkbox"/> RHR025T | Complete annual Equal Pay Audit report   | In Progress | —   | The annual Equal Pay Audit report will be finalised in Quarter 4 of 2024/25. | 01 Apr 2025 |
| <input checked="" type="checkbox"/> RHR026T | Complete the annual Pay Policy Statement | In Progress | —   | The annual Pay Policy Statement will be completed in Quarter 4 of 2024/25.   | 01 Apr 2025 |

# RHR30 - Employment Related Costs

Inherent Risk Score

16

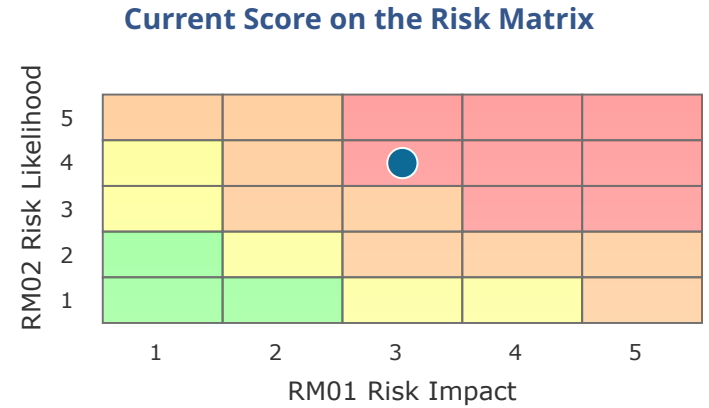
Current Risk Score

12

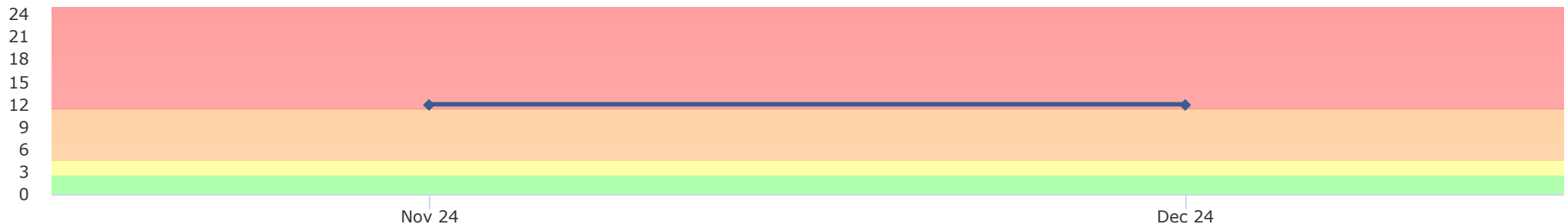
Target Risk Score

6

|               |   |
|---------------|---|
| Description   | Increased costs associated with temporary / additional resources to the workforce as a result of vacancies, sickness absence etc. (for example, overtime, additional hours, agency costs)   |
| Key Impacts   | 1. Financial costs<br>2. Budgetary pressures  |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Legal</li> <li>▪ Social</li> </ul>   |
| Risk Type     | Strategic   |
| Owner         | Sharon Carney   |
| Comments      | Some portfolios have challenges in filling vacancies due in part to national shortages and in part to our pay being uncompetitive. Some portfolios are also dealing with high levels of sickness absence (short and long-term) resulting in work being covered by overtime, additional hours and/or using agency workers. |



## Direction of Change



**How are we managing risk?**

|                           |   |
|---------------------------|---|
|                           |   |
| Governance                | Reports will be provided to Corporate Programme Board, Cabinet and Corporate Resources Overview and Scrutiny Committee periodically   |
| Internal Controls/Process | Business case are signed by Chief Officer for off matrix agency spend. Monthly additional hours reports (including overtime, additional hours, standby and call-out) are provided to Portfolios Senior Management Team (SMT) to review and take action as necessary. Establishment reports which confirm by post (established and non established) sent monthly to SMT and HRBP to review and take action as necessary. Budget monitoring meetings. |

**Risk Mitigation Actions**

This report does not contain any data

## RPE11 - Net Zero Carbon Goal

**Inherent Risk Score**

**9**

**Current Risk Score**

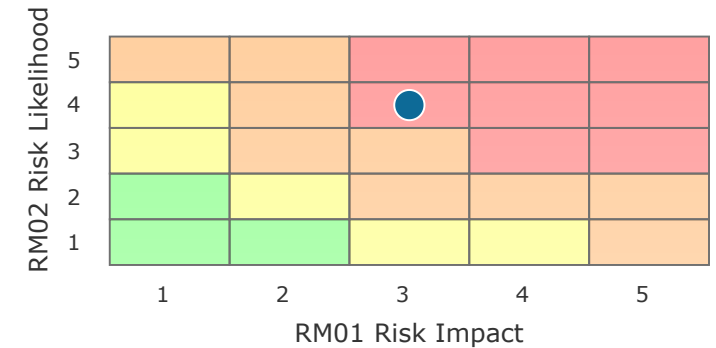
**12**

**Target Risk Score**

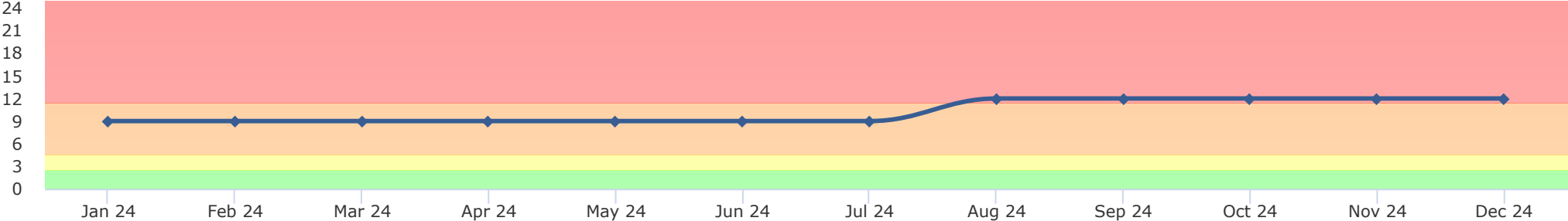
**2**

|               |  |
|---------------|--|
| Description   | Affordability of the Council being able to achieve its net zero carbon goal. Inability to commit or attract sufficient resource to coordinate the programme and deliver on projects, leading to opportunities not being maximised, actions not delivered and benefits not realised                         |
| Key Impacts   | 1) Financial cost to the Council – inability to realise efficiency savings/income generation opportunities<br>2) Inability to reach net zero carbon target, both locally and as part of the team public sector<br>3) Reputational damage from inability to reach net zero carbon target                    |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Environmental</li> <li>▪ Legal</li> <li>▪ Political</li> <li>▪ Social</li> <li>▪ Technological</li> </ul>   |
| Risk Type     | Strategic  |
| Owner         | Andrew Farrow  |
| Comments      | This risk continues to be high profile due to the current economic climate and reduced access to external funding. The team continues to work closely with neighbouring authorities and networks to identify early opportunities for accessing resources and capitalising on invest to save opportunities. |

**Current Score on the Risk Matrix**



# Direction of Change



## How are we managing risk?

|                           |  |
|---------------------------|--|
| Governance                | <p>Officer working groups for each strategy theme area</p> <p>Consultation with Cabinet Member</p> <p>Planning Environment Economy Senior Management Team</p> <p>Portfolio Programme Board</p> <p>Climate Change Committee</p> <p>Environment &amp; Economy Overview and Scrutiny Committee</p> <p>Cabinet</p> <p>Measures included within Council Plan priorities</p> <p>Risks included within both corporate and programme risk registers</p> <p>Work in collaboration with external parties, Welsh Government Energy Service (WGES) and Welsh Local Government Association (WLGA)</p>   |
| Internal Controls/Process | <p>Review of climate change strategy incorporating updated methodologies, innovative solutions, learnings from previous year's data, financial projections where possible, and updated carbon reduction trajectories</p> <p>Reporting of carbon footprint data to Welsh Government annually</p> <p>Utilisation of tools to encourage better decision making around carbon impacts, including provision of carbon training, updated capital business case template, updated procurement processes, and Integrated Impact Assessment</p> <p>Networking locally and nationally across sectors to remain informed of opportunities for collaboration and external funding sources.</p> <p>Lobbying Welsh Government for both financial and political support to achieve our net zero carbon aims</p> |

## Risk Mitigation Actions

|   | Action   | Stage       | RAG                                  | Latest Update   | Due Date    |
|---|--|-------------|--------------------------------------|---|-------------|
| <input checked="" type="checkbox"/> RPE011T | <p>Proactively seek external finance using the climate change strategy and action plan as the narrative. Submit strong and coordinated external funding bids, working collaboratively across the region as well as interdepartmentally within the Council. Aim to submit early input into the Budgets for revenue and capital for the following financial year and maintain an ongoing dialogue in terms of medium to long term financial plans to ensure commitment is made towards financing carbon aims. In terms of Council-wide decision making and prioritisation, carbon literacy training roll out to key decision makers across the Council will enable officers to factor in carbon impacts at early stages of project developments to allow for sufficient provision in internal and external funding bids. Implementation of whole life cost into business cases will capture the long term costs and benefits of schemes.</p> | In Progress | <p style="text-align: center;">—</p> | <p>External funding continues to be sought for energy efficiency works on Council assets as well as funded support programmes to assist in delivery objectives and leadership across the Council, eg. funded support from WRAP auditing sustainable procurement, funded support with University of Manchester developing the Integrated Impact Assessment. Carbon actions are included in the MTFS and capital works programme,.The RE:fit contract which will see £1.5 million Council investment over 2 years in retrofit of energy efficiency and renewable energy works across the building assets, was awarded and works underway. This year's capital business cases have all used the new template which includes consideration of a low carbon/environmentally friendly option with, where applicable, one off and ongoing carbon emission projections.</p> <p>Carbon literacy training has been rolled out to Senior managers across the Council and Elected Members. Further training sessions have been scheduled throughout the year for the wider employee base, and the Climate essentials elearn has also been launched. Carbon training is now a mandatory unit for Elected Members to complete, and this should see an increase in participation over the coming year.</p> | 31 Mar 2030 |

## RSS54 - Care Provision Sustainability

Inherent Risk Score

12

Current Risk Score

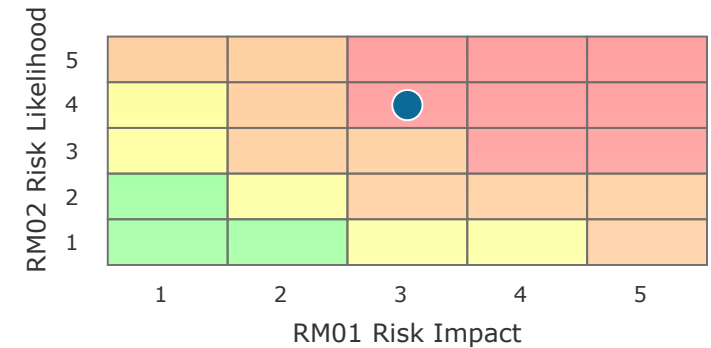
12

Target Risk Score

4

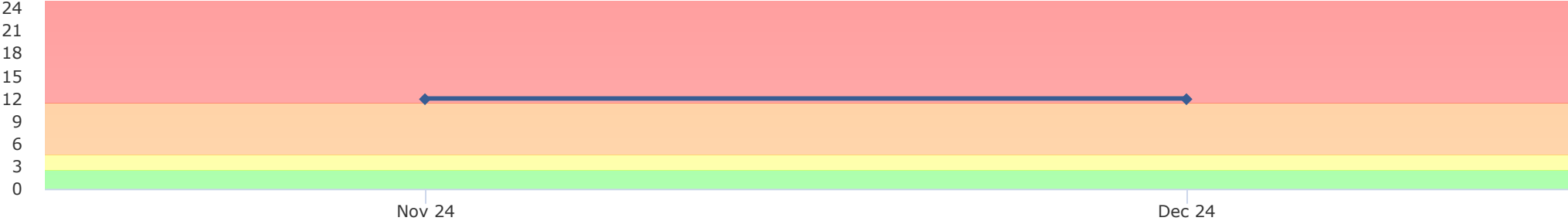
|               |  |
|---------------|--|
| Description   | Market stability / placement sufficiency leading to insufficient and unaffordable care provision   |
| Key Impacts   | <ol style="list-style-type: none"> <li>1. Local authority providing care that operates without registration</li> <li>2. Unintended consequences of Welsh Government's eliminating profit policy leading to insufficient placement availability and /or unaffordable care fees</li> <li>3. Unaffordable cost of residential care for children looked after</li> </ol>   |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Political</li> <li>▪ Social</li> </ul>  |
| Risk Type     | Strategic  |
| Owner         | Craig Macleod  |
| Comments      | This is a newly created strategic risk around sustainability of the care placement market for both adults and children, the risk being that escalating costs, scarcity of placements and forthcoming changes in national policy will make it impossible for the Council to continue to source placements that are affordable and meet the needs of the individual. Mitigating actions currently in progress include working with local providers to reshape the residential market, including continuing to look at our options for developing further residential provision in house, and developing initiatives with the aim of reducing the number of children coming into care, supporting existing placements to prevent breakdown, combating exploitation, and recruiting and developing our in house foster carer pool. These plans include solutions for accommodating an increasing number of unaccompanied asylum seekers. |

Current Score on the Risk Matrix





# Direction of Change



**How are we managing risk?**

|                           |  |
|---------------------------|--|
|                           |  |
| Governance                | Chief Officer Team (COT)   |
| Internal Controls/Process | We are developing in house residential care services for children with complex needs who would otherwise need to be placed out of county. We are also growing our in house fostering service to support more looked after children within Flintshire. This risk is monitored through the Out of County budget. This risk is monitored through the number of children placed in settings without registration (Paris report). Unaccompanied Asylum Seeking Children (UASC) is an increasing risk for placement costs and are included in the scope of expanding our in house residential. |

**Risk Mitigation Actions**

This report does not contain any data

## RST07 - Increase in Residual Waste

Inherent Risk Score

12

Current Risk Score

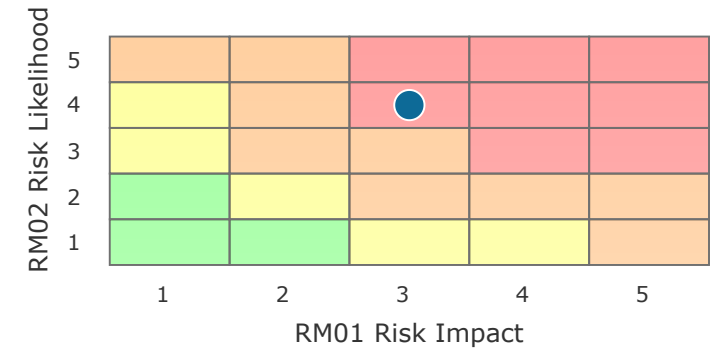
12

Target Risk Score

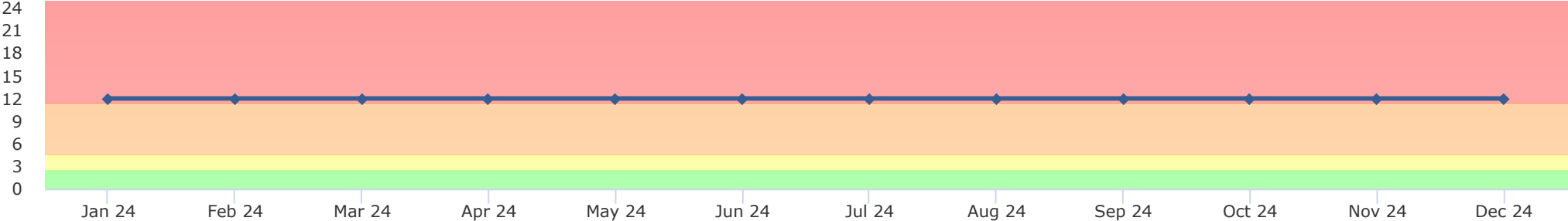
2

|               |  |
|---------------|--|
| Description   | Inability to achieve national recycling targets  |
| Key Impacts   | <ol style="list-style-type: none"> <li>1. Financial cost to the Authority</li> <li>2. Non compliance with legislative targets</li> <li>3. Inability to reduce carbon emissions from waste collected</li> <li>4. Reputational</li> </ol>  |
| Risk Category | <ul style="list-style-type: none"> <li>▪ Economic</li> <li>▪ Environmental</li> <li>▪ Legal</li> <li>▪ Political</li> <li>▪ Social</li> </ul>  |
| Risk Type     | Strategic  |
| Owner         | Katie Wilby  |
| Comments      | <p>The review of the Council's Resource and Waste Strategy was undertaken and consulted upon earlier in 2024 and a new strategy adopted in March 2024 with an action plan to improve service delivery methods to improve the Council's recycling performance, maximise resource efficiency, minimise waste, reduce emissions and minimise the risk of infraction fines. A fundamental action from the strategy is to restrict the amount of residual waste collected from Flintshire properties by introducing a three weekly collection . In November a report was presented to Cabinet outlining and implementation date (28th April 2025), an implementation plan and a communication plan for this service change. It is expected that the recycling performance from this one change will increase by 4.5 percentage points. At this point in time, the risk has been reviewed and the risk scoring and risk comment remains the same this month.</p> |

Current Score on the Risk Matrix




# Direction of Change



## How are we managing risk?

|                           |  |
|---------------------------|--|
| Governance                | <p>Consultation with Cabinet Member</p> <p>Business SMT</p> <p>Portfolio Programme Board</p> <p>Forward Works Programme</p> <p>Environment and Economy Overview and Scrutiny Committee</p> <p>Cabinet</p> <p>Council Plan</p> <p>Risk Register</p> <p>Internal audit</p> <p>Collaboration with WRAP Cymru / Local Partnerships / Welsh Government (WG)</p>   |
| Internal Controls/Process | <p>Introduction of a Resource and Waste Strategy - 2024-2030</p> <p>Update the recycling and waste collections and household recycling centre operational policy</p> <p>Weekly waste management project meetings</p> <p>Waste data reporting to Natural Resources Wales and Welsh Government</p> <p>Restrict the amount of residual waste collected through reducing the frequency of collection</p> <p>Undertake excess waste presentation enforcement</p> <p>Introduce a clear bag policy at Household Recycling Centres (HRCs)</p> <p>Identify other waste streams that could be collected for recycling at the kerbside or HRCs</p> <p>Identify and implement reuse initiatives (via Welsh Government funding)</p> <p>Enhance recycling collections at flats, communal points and Houses of Multiple Occupancy (HMO)</p> <p>Implement a robust communications plan</p> |

## Risk Mitigation Actions

|   | Action  | Stage     | RAG   | Latest Update  | Due Date   |
|---|---|-----------|---|--|------------|
| <input checked="" type="checkbox"/> RST007T | Undertake a review of the Council Waste Strategy to identify improve service delivery methods to minimise residual waste disposal and increase recycling. | Completed |  | A new Resource and Waste Strategy was adopted in March 2024, which sets out the Councils objectives and priorities to reach the statutory recycling targets over the next 6 years. | 31/12/2024 |