

# Corporate Recovery Risk Register

Version 08

Reviewed: 03.11.20

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

## Finance – Income

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF01	No Government funding to replace income lost during the response phase	Strategic	Gary Ferguson	Sara Dulson	R	G	G Q3 2020/21	NC ↔	Open
CF02	A continued loss of income in the recovery phase and beyond should public behaviour change	Strategic	Gary Ferguson	Sara Dulson	R	A	A Open	NC ↔	Open
CF03	A continued loss of income in trading services in a phased lock-down	Strategic	Gary Ferguson	Sara Dulson	R	A	A Q2 2021/22	NC ↔	Open
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained as an emergency hospital for a prolonged period	Strategic	Colin Everett	Rachael Corbelli	R	A	G Q3 2021/22	NC ↔	Open
CF05	An increase in the overall level of debt owed to the Council	Strategic	Gary Ferguson	David Barnes	R	R	A Q2 2021/22	NC ↔	Open
CF19	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	Strategic	Gary Ferguson	David Barnes	R	R	A Q4 2020/21	NC ↔	Open
CF20 New Nov 2020	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity	Strategic	Gary Ferguson	David Barnes	R	R	A Q4 2020/21	R ↑	Open

## Finance - Reserves

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF06	Insufficient reserves remain following the response phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Open
CF07	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Open

## Finance - Council Tax

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF08 Updated Nov 2020	A reduction in Council Tax collection impacts on (1) cash-flow and (2) the annual budget Note: target risk rating is changed to an amber due to the scale of the challenges and the uncertainty of the future	Strategic	David Barnes	Sara Dulson	A	R	A Q2 2021/22	NC ↔	Open
CF09 Updated Nov 2020	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy	Strategic	David Barnes	Sara Dulson	A	A	A Q4 2020/21	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
	Note: target risk rating is changed to an amber due to the scale of the challenges and the uncertainty of the future								
<b>CF09a</b>	Rise in demand for CTRS has financial impacts on the Council budget because the base subsidy from Welsh Government is not increased to meet the additional cost	<b>Strategic</b>	<b>David Barnes</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>A</b>	<b>A Q1 2021/22</b>	<b>NC ↔</b>	<b>Open</b>

#### Finance - Inflation and Markets

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

#### Finance - Treasury Management

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF11</b> Updated Nov 2020	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk Note: target risk rating is changed to an amber due to the scale of the challenges and the uncertainty of the future	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Liz Thomas</b>	<b>A</b>	<b>A</b>	<b>A Open</b>	<b>NC ↔</b>	<b>Open</b>
<b>CF12</b>	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Liz Thomas</b>	<b>A</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>NC ↔</b>	<b>Open</b>
<b>CF13</b> Updated Nov 2020	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk Note: target risk rating is changed to an amber due to the scale of the challenges and the uncertainty of the future	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Phil Latham</b>	<b>R</b>	<b>A</b>	<b>A Open</b>	<b>NC ↔</b>	<b>Open</b>

#### Finance - Housing Revenue Account

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

#### Finance - Capital Programme

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

#### Finance - Unplanned Expenditure

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF17</b>	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>A</b>	<b>A</b>	<b>G Q1 2021/22</b>	<b>NC ↔</b>	<b>Open</b>

## Finance - Financial Settlements

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

## Workforce - Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW01a</b> Updated Nov 2020	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme Note: risk trend reducing due to the extension of the national Furlough scheme	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Rachael Corbelli</b>	<b>R</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Open</b>
<b>CW03</b> Updated Nov 2020	Cost associated with carry forward of accrued leave across multiple leave years Note: risk trend reducing due to effective management of leave	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>G</b> ↓	<b>Open</b>

## Workforce - Capacity

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW07</b> Updated Nov 2020	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above) Note: current risk rating has decreased and risk trend reducing due to effective management of leave	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Open</b>
<b>CW08a</b> Updated Nov 2020	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce Note: risk target date amended due to the forecast increase of positive cases	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>NC</b> ↔	<b>Open</b>
<b>CW09</b>	Excessive and unsustainable demands for deployment to the regional Test, Trace and Protect (TTP) Programme depletes the workforce and compromises the resumption of full council services	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>A</b>	<b>A</b>	<b>G</b> Q3 2020/21	<b>NC</b> ↔	<b>Open</b>
<b>CW09c</b> Updated Nov 2020	The impacts on workforce planning of the unavailability of antibody testing Note: risk to close as antibody testing no longer a solution due to national Welsh antibody programme having been suspended	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>NC</b> ↔a	<b>Closed</b>
<b>CW10</b>	Impacts of a second wave in the pandemic on the continuous availability of key workers to operate services in a second response phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>A</b>	<b>G</b> Open	<b>NC</b> ↔	<b>Open</b>
<b>CW11</b>	Increase in demand for Occupational Health and supplementary services	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>A</b>	<b>G</b> Open	<b>NC</b> ↔	<b>Open</b>
<b>CW12</b>	Impact of changes to service performance/continuity from any changes to service models in the recovery phase.	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>NC</b> ↔	<b>Open</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW13</b>	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices	<b>Operational</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW14</b>	Volatility and change in the employment market which impacts on successful recruitment to vacancies	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW21</b>	Impact on the most vulnerable members of our workforce due to ongoing (1) isolation and (2) remote working	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G</b> Q4 2020/21	<b>NC</b> ↔	<b>Open</b>
<b>CW22</b>	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G</b> Q4 2020/21	<b>NC</b> ↔	<b>Open</b>
<b>CW23</b> Updated Nov 2020	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from non-exempt countries or territories Note: risk rating and trend reduced as anticipated level of interruption has not materialised.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>G</b> ↓	<b>Open</b>
<b>CW24</b>	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>R</b>	<b>A</b>	<b>G</b> Q4 2020/21	<b>NC</b> ↔	<b>Open</b>

#### Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW16</b>	Increased sickness absence both COVID and non COVID related	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW17</b>	Increased numbers of mental health related absences	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW18</b>	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q1 2021/22	<b>NC</b> ↔	<b>Open</b>

#### Workforce - PPE

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW25</b>	Impact on International/European PPE supply chain following Brexit	<b>Operational</b>	<b>Andrew Farrow</b>	<b>Vanessa Johnson</b>	<b>A</b>	<b>A</b>	<b>G</b> Q1 2021/22	<b>NC</b> ↔	<b>Open</b>

#### Governance - Information and systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CG01</b> Updated Nov 2020	Cyber-attack through bogus Covid-19 email Note: target risk rating reviewed and amended to amber due to continued high number of incidents	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>A Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CG02</b> Updated Nov 2020	Loss of data or system hack due to malware or the use of unauthorised apps Note: target risk rating reviewed and amended to amber due to sustained attempts to compromise security	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>A Open</b>	<b>NC</b> ↔	<b>Open</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CG03</b> Updated Nov 2020	Data loss or inaccuracy due to disrupted ways of working Note: target risk rating reviewed and amended to green due to a reduction in the number of incidents	<b>Operational</b>	<b>Gareth Owens</b>	<b>Alun Kime</b>	<b>R</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>G</b> ↓	<b>Open</b>
<b>CG04</b> Updated Nov 2020	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects Note: current risk rating and risk trend increased due to sustained demand on IT Services and approaching deadlines	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Mandy Humphreys</b>	<b>A</b>	<b>R</b>	<b>G</b> Q3 2021/22	<b>R</b> ↑	<b>Open</b>
<b>CG05</b>	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G</b> Q3 2020/21	<b>NC</b> ↔	<b>Open</b>
<b>CG14</b> New Nov 2020	High demand for digital devices delaying key corporate projects or increasing cost	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffiths</b>	<b>A</b>	<b>A</b>	<b>G</b> Q3 2021/22	<b>R</b> ↑	<b>Open</b>

#### Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CG07</b>	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>NC</b> ↔	<b>Open</b>
<b>CG08</b>	Emergency legislation is repealed prematurely and before we are ready to resume normal services	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>A</b>	<b>G</b> Q3 2020/21	<b>NC</b> ↔	<b>Open</b>
<b>CG09</b>	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making Note: target risk rating date has been amended to reflect target for restoring full public access	<b>Operational</b>	<b>Gareth Owens</b>	<b>Robert Robins</b>	<b>A</b>	<b>A</b>	<b>G</b> Q4 2020/21	<b>NC</b> ↔	<b>Open</b>
<b>CG10</b>	Technology failure during member meeting prevents or undermines inclusive and effective decision-making Note: target risk rating date has been changed to open as risk will always exist	<b>Operational</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G</b> Open	<b>NC</b> ↔	<b>Open</b>
<b>CG13</b> Updated Nov 2020	Changes to established managerial and democratic systems result in failure to properly authorise a decision Note: risk is to be closed	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G</b> Q2 2020/21	<b>NC</b> ↔	<b>Closed</b>

#### Previously Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW01</b>	Impact on Council Alternative Delivery Models (ADM's) subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Rachael Corbelli</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CW02</b>	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh Local Authorities or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) affordability	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CW04</b>	Cost impacts of the retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>A</b> ↔	<b>Closed</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW08b</b>	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09							
<b>CW20</b>	Impact of school closures (response phase) on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG11</b>	Insufficient information availability to provide an adequate annual statement of assurance	<b>Strategic</b>	<b>Chief Executive</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG14</b>	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW02a</b>	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW05</b>	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW06</b>	Insufficient availability of occupational work groups to restore services	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW09a</b>	Inadequate funding availability from Welsh Government to support a regional TTP Programme	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW09b</b>	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW20a</b>	Impact on our workforce due to schools operating in a different way from September onwards	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW15</b>	The resilience of senior and supporting management following a long and demanding response phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW19</b>	Impact of delayed bereavement leave – on attendance and mental health	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q1 2021/22</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG06</b>	Resumption of democratic processes reduces our capacity to support recovery work	<b>Strategic</b>	<b>Chief Executive</b>	<b>Gareth Owens</b>	<b>R</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG12</b>	Changes to established managerial and democratic systems results in challengeable decision-making	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>

Risk Matrix

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