

## Council Plan & Governance Risk Mapping – Reporting to Committees

### CORPORATE RESOURCES / CROSC

Council Plan Theme	Risk Title	Risk		FWP's			Outcome
		Origin of Risk CP / RR / AGS / RC	Aspect of the Risk to Monitor going forward	Topic	Date	Linked to Other Topic and to be considered at the same time.	To provide the outcome following consideration of the risk
	<ul style="list-style-type: none"> <li><b>CF08</b> - A reduction in Council Tax collection impacts on (1) cash-flow and (2) annual budget.</li> </ul>	AGS	Council Tax Income	Revenue Budget Monitoring out-turn 2020/21	08.07.21		
	<ul style="list-style-type: none"> <li><b>CF19</b> - A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool.</li> </ul>	AGS	Business Rate collection	Interim Revenue Budget Monitoring 2021/22	08.07.21		
	<ul style="list-style-type: none"> <li><b>CF05</b> - An increase in the level of debt owed to the Council.</li> </ul>	AGS	Level of Debt	Interim Revenue Budget Monitoring 2021/22	08.07.21		
	<ul style="list-style-type: none"> <li><b>HA06</b> - Impacts on income stream based on delayed/non recovery of housing benefit overpayment</li> </ul>	AGS	Process being managed and financial support and advice being provided to those affected.				
<b>Poverty</b>	<ul style="list-style-type: none"> <li><b>CG04</b> - Diversion of resource to emergency management delays implementation of key digital and infrastructure projects</li> </ul>	AGS	Key Digital and Infrastructure project updates	Digital Flintshire report	08.07.21 and annual updates		

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	<ul style="list-style-type: none"> <li><b>CF14</b> - Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan</li> </ul>	AGS	Level of rent Arrears	Housing Rent Income - Year end outturn and latest position for 2021/22	16.06.21		
Poverty	<ul style="list-style-type: none"> <li><b>HA04</b> - Increased financial risk due to business failures and ability to anticipate Council Tax Refund Scheme (CTRS) due to business closure, unemployment, reduced hours of work.</li> </ul>	AGS	Impacts of additional demand				
Poverty	<ul style="list-style-type: none"> <li><b>HA27</b> - Increasing service demands to respond to HA04</li> </ul>	RR	Anticipated service demand as protections come to an end i.e. furlough, evictions etc.				
	<ul style="list-style-type: none"> <li><b>HA30</b> - Weak performance and reputational damage as development programmes are slow to commence (DFGs)</li> </ul>	RR	Performance against the Welsh Adaptation Service Standards.	Disabled Facilities Grant (DFG)	13.10.21		
	<ul style="list-style-type: none"> <li><b>HA33</b> - People not having suitably safe and adapted accommodation due to the delay of service reinstatement. Quality of life issues customers and reputational damage (DFGs)</li> </ul>	RR	Number of urgent cases are still being reviewed jointly by Occupational Therapist and DFG team to assess risk in delivery of adaptation vs. deterioration of customers' health.	Disabled Facilities Grant (DFG)	13.10.21		
	<ul style="list-style-type: none"> <li>Rental Income continues to be impacted by the pandemic and when furlough and other protections end the situation worsens.</li> </ul>	RC	Impact of the ending of furlough and other protections.	Housing Rent Income – Mid-year outturn and latest position for 2022/23	08.12.21		
	<ul style="list-style-type: none"> <li>Homelessness presentations increase as current protections around evictions and furlough end and landlords take measures to commence and follow through on stalled evictions.</li> </ul>	RC	Impact of protections around evictions ending.				
	<ul style="list-style-type: none"> <li>Raw material supplies shortages lead to increased costs, programme delays and increased cases of contractual disputes.</li> </ul>	RC	Market supply shortages	Raw Material Supplies	13.10.21		The Community, Housing & Assets OSC considered a verbal update from the Chief Officer (Housing & Assets) at the Committee meeting held on 13 <sup>th</sup> October. The Committee were assured that the risk was being adequately managed.

Education, Youth & Culture OSC (EY&C OSC)

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	<ul style="list-style-type: none"> <li><b>EY01</b> - Secondary schools are not financially viable due to insufficient base funding.</li> </ul>	AGS	Lobbying of WG for better base funding for secondary schools – to include teachers' pay element and how this will be funded	School Reserve Balances Year Ending 31 <sup>st</sup> March 2021	16.09.21		
	<ul style="list-style-type: none"> <li>Managing uncertainty around operational changes which may need to be implemented for the start of the new term.</li> </ul>	RC	Operational changes required for the new term	Covid-19 Schools Operational Update	16.09.21		<p>The Education, Youth &amp; Culture OSC considered a report at its meeting on 16<sup>th</sup> September which provided an overview of the revised COVID-19 measures for the safe operation of schools. The Committee were congratulatory of schools for the positive way in which they had re-opened in September.</p> <p>The Committee also received a verbal update from the Chief Officer (Education &amp; Youth) at the Committee meeting on 21<sup>st</sup> October. The Committee noted the update but raised concerns around the shortage of supply teachers, teaching assistants and caretakers at Schools.</p>
	<ul style="list-style-type: none"> <li>The impact the pandemic has had on children and young people, specifically on their health and emotional well-being and their ability to engage with learning</li> </ul>	RC	Health and emotional well-being of learners	The Impact the Pandemic has had on Children and Young People	21.10.21		The Committee received a verbal update from the Chief Officer (Education & Youth) at the Committee meeting on 21 <sup>st</sup> October. Whilst the Committee were concerned on the pressure being put on Officers and Schools, they supported and appreciated that the Chief Officer Team were doing everything in their power to manage the risk.
	<ul style="list-style-type: none"> <li>The resilience of schools in managing a significant number of changes i.e. the new curriculum, Additional Learning Needs transformation and the introduction of school inspections.</li> </ul>	RC	Resilience of schools in managing change	The Resilience of Schools in managing a significant number of changes	21.10.21		The Committee received a verbal update from the Chief Officer (Education & Youth) at the Committee meeting on 21 <sup>st</sup> October. Whilst the Committee were concerned on the pressure being put on Officers and Schools, they supported and appreciated that the Chief Officer Team were doing everything in their power to manage the risk.

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<b>Personal and Community Well-being</b>	<ul style="list-style-type: none"> <li><b>SS01</b> - Expenditure on out of county placements increases as placement costs increase in a demand led market</li> </ul>	AGS	Out of County placement expenditure	Arosfa update  Mocking Bird Programme	March & May 21		
	<ul style="list-style-type: none"> <li>Recruitment of staff to work in the sector, encompassing social work, occupational therapy and direct social work.</li> </ul>	RC	Recruitment and retention of staff	Budget 2022/23 - Stage 2	30.09.21		The Social & Health Care OSC considered the stability of the social care market (to include fees and funding) and Social Care workforce pressures and responses at the special Committee meeting on 30 <sup>th</sup> September. Assurance was given that work was ongoing locally, regionally and nationally to respond to the challenges faced.
	<ul style="list-style-type: none"> <li>The fragility of the market around Elderly Mentally Infirm (EMI) nursing and the recruitment of staff.</li> </ul>	RC	EMI nursing				
	<ul style="list-style-type: none"> <li>Funding and fees linked to market stability.</li> </ul>	RC	Funding of service				

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	<b>PE12</b> - The implications of Ash Die back on finances and reputation of the Council due to the scale of the problem and the ability to make safe Highways and Council amenity land.	AGS		Ash Die back surveys update	06.05.21		
<b>Green Society and Environment</b>	<b>ST28a</b> - Unable to gain regulatory approval (planning; Drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications	AGS	Regulatory Approval update				
	<ul style="list-style-type: none"> <li>Funding will not be secured for priority flood alleviation schemes – Carried forward from 2019/20</li> </ul>	AGS					
	<ul style="list-style-type: none"> <li><b>PE14</b> - Non-compliance with Sustainable Urban Drainage System legislation due to capacity of the team</li> </ul>	AGS	Team capacity update				
<b>Economy</b>	<ul style="list-style-type: none"> <li><b>PE03</b> - Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the compound economic consequences of the emergency situation</li> </ul>	AGS		Town Centre Regeneration Town Centre Markets	12.05.21 06.07.21		
	<ul style="list-style-type: none"> <li><b>PE16</b> - Capacity within the Community and Business Protection teams to resume planned and reactionary programmes of inspections whilst also enforcing national and local Covid-19 restrictions, Covid-19 regulatory activity and supporting the TTP work.</li> </ul>	RR	Current Risk Rating has increased to red due to the current number of rising infections and the re-prioritisation of work to the Covid response. Reflects the workloads of the team dealing with response whilst not in lockdown.			<b>Lead</b> Environment & Economy OSC  <b>and</b>  <b>Sub-lead</b> Other committees to pick up other priorities	
	<ul style="list-style-type: none"> <li><b>ST10</b> - Increased expenditure on contract, labour, plant, vehicles and materials due to changing work patterns in response to pandemic</li> </ul>	AGS	Expenditure levels				
	<ul style="list-style-type: none"> <li><b>ST17a</b> - Increased risk of ill health due to mental health and well-being, personal and/or family issues.</li> </ul>	AGS	Workforce update on sickness levels	Employment & Workforce Year-end report	08.07.21		
	<ul style="list-style-type: none"> <li><b>ST35</b> - Lack of preparedness to respond to multiple emergencies or major incidents during pandemic (severe weather event, fire, major transport accident) due to resource focused on delivering key services</li> </ul>	AGS	Current resources level	NWCREPS Annual Report	11.11.21		
	<ul style="list-style-type: none"> <li><b>PE07</b> - Impact on service delivery due to the resilience of staff and succession planning</li> </ul>	AGS	Potential impact and action plan	Employment & Workforce Quarterly reports - ma	16.09.21; 11.11.21; 13.01.22		

	<ul style="list-style-type: none"> <li>The resilience of various teams due to unprecedented demand to services during the emergency situation.</li> </ul>	RC		Planning and Enforcement	14.09.21		<p>The Environment &amp; Economy OSC considered a report on Planning &amp; Enforcement at its meeting on 14<sup>th</sup> September which provided an update on the performance of the planning enforcement service and demonstration of the new software system AGILE. A further update had been requested which would be considered at the March 2022 meeting to monitor progress.</p>
	<ul style="list-style-type: none"> <li>The delivery of the Local Development Plan and the implementation of the back-office system.</li> </ul>	RC					
	<ul style="list-style-type: none"> <li>Public Protection service where resources had been in overwhelming demand during the emergency.</li> </ul>	RC					
	<ul style="list-style-type: none"> <li>Reduced numbers of frontline workers and contractors to deliver services safely due to the requirement for self-isolation.</li> </ul>	RC					
	<ul style="list-style-type: none"> <li>Unable to progress with key infrastructure improvement projects due to lack of resilience in staff, contractors and supply chain.</li> </ul>	RC			09.11.21		
	<ul style="list-style-type: none"> <li>Unable to gain regulatory approval (planning; drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications.</li> </ul>	RC			09.11.21		