

Flintshire County Council Strategic Assessment of Risks & Challenges

Version Date:
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STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES

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AUDIT LOG

Version Control

Version	Edited By	Date	Alteration
1	Chris Henderson	14 th January 2009	Created
1.1	Chris Henderson	21 st January	Audit Log added
1.1	Chris Henderson	21st January 2009	Merged CL01 & CL02 Into CL02 - Flintshire in Partnership
1.1	Chris Henderson	21st January 2009	Merged CD14 & CD17 Into C14 – Housing Stock Options
1.1	Chris Henderson	21st January 2009	Split CD12 into 5 components of (a,b,c,d,e)
1.1	Chris Henderson	21 st January 2009	Split CD27 into 3 components of (a,b,c)
1.1	Chris Henderson	21 st January 2009	Added CD27d – Waste Management (AD Waste)
1.1	Chris Henderson	21 st January 2009	Changed (CD30) DSO Performance to Contractor Functions
1.1	Chris Henderson	21 st January 2009	Merged CD31 & CG14 into CG14 Code of Corporate Governance
1.1	Chris Henderson	21 st January 2009	CL07 allocated to Chief Executive
1.1	Chris Henderson	21 st January 2009	CG12 allocated to Head of Technical Services
1.1	Chris Henderson	21 st January 2009	CD23 name change to Children’s out of county care & education
1.1	Chris Henderson	21 st January 2009	CL12 removed from Director of Lifelong Learning
1.1	Chris Henderson	21 st January 2009	CD09 removed from Director of Community Services
1.2	Chris Henderson	23 rd January 2009	New Version – Contents Page addition
1.2	Chris Henderson	23 rd January 2009	Removed CG15 from register - Elections
1.2	Chris Henderson	23 rd January 2009	CL11 Title changed from INTEGRATED AND PUBLIC TRANSPORT to INTEGRATED AND PUBLIC TRANSPORT INFRASTRUCTURE (EXTERNAL)
1.2	Chris	23 rd January	CL11 Description changed to

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Version	Edited By	Date	Alteration
	Henderson	2009	“Compliance with legislative requirement to minimise congestion; supported by appropriate investments from WAG in the regional infrastructure”
1.2	Chris Henderson	26 th January 2009	Merged risks, objectives & actions from archived risk CD32 into CG13
1.2	Chris Henderson	26 th January 2009	Risk 7 removed from CG17
1.2	Chris Henderson	27 th January 2009	Merged CD10a/CD10b into CD10
1.2	Chris Henderson	28 th January 2009	CD21 risk title changed to School Modernisation
1.3	Chris Henderson	28 th January 2009	New Version – Renamed Strategic Assessment of Risks & Challenges
1.3	Chris Henderson	28 th January 2009	Guidance addition
1.3	Chris Henderson	29 th January 2009	CG12 Risk 4 changed from “Energy units in a volatile market “ to “Energy consumption and conservations”
1.4	Victoria Howson	16 th February 2009	Amendment to Guidance

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Primary Leads

Colin Everett Chief Executive

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[CD07](#) Depot Provision (NC)
[CD14](#) Housing Stock Options
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[CG01](#) Corporate Proj Manag' (CG)
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[CG13](#) Customer Focus (CG)
[CG16](#) Management Change
[CG17](#) Health & Safety Strategy (PJO)

Sue Lewis Director of Community Services

[CL04](#) Affordable Housing
[CL05](#) Social Care For Older People (MM)
[CL06](#) Older People Independent Sector (MM)
[CD08](#) Shotton & Deeside Renewal Area (MH)
[CD12a](#) Housing Strategy (MH)
[CD12b](#) Housing Management (MH)
[CD12c](#) Housing Repairs and Maintenance (MH)
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[CD26](#) Disabled Facilities Grants (MH)

Carl Longland Director of Environment

[CL08](#) Climate Change & Flood Risk (GPJ)
[CL09](#) Economic Regeneration Strategy (DH)
[CL10](#) County Town Network Regen & Protect (DH)
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Ian Budd
Director of Lifelong Learning

[CD10](#) Leisure - Future Provision (MH)
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Neil Cockerton
Head of Technical Services

[CD11](#) Community Facilities Stock (TB)
[CG12](#) County Hall Campus Manage' (TB)

Barry Davies
Head of Legal & Democratic Services

[CD04](#) Planning Protocol (GPJ)
[CG14](#) Code of Corp Governance (N/A)

Kerry Feather
Head of Finance

[CG06a](#) Med Term Fin Strat (Strat) (PW)
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Chris Guest
Head of ICT & Customer Services

[CG08](#) ICT Strategy (MH,JT,AG)
[CG09a](#) Information Management Strategy (CG)
[CG09b](#) Information Security, Governance and Sharing (AK)

Pam Webb
Head of HR & Organisational Development

[CG10](#) Human Resources and Management (HS) Removed From Register - [CG15](#) Elections
[CG11](#) Terms & Conditions of Employment (HS)

Miscellaneous

STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES - REVIEW

GUIDANCE

This document provides the foundations for both the Council Plan and the Regulatory Plan. It defines and details the **priorities for change and improvement** and is supported by our business planning processes and disciplines of service planning, risk management and financial monitoring and review.

The strategic assessment of risks and challenges comprises of three tiers:

1. **Community Leadership** - critical local issues which cannot be solely delivered by the Council (e.g. affordable housing, Community Strategy review, public health and primary health care)
2. **Council Delivery** - public service issues which are largely within the control and responsibility of the Council (e.g. housing, school buildings, waste management).
3. **Council Governance** - issues of organisational governance and management (e.g. finance, human resources, information and communications technology)

How to use the document

Title: Name of issue

Description: Additional information about the risk and challenge

Council’s actions: Actions to reduce and alleviate the risk.

Quarterly Risk Review #: Level of risk determined by matrix below, before any mitigating actions have been implemented.

Quarterly Risk Review: Level of risk after considering the progress made against delivery of the mitigating actions at the review point i.e. 12/08 = December 2008.

Predictive Green/Amber: Date at which the risk is expected to reach medium/low level as appropriate to the risk. It should be noted that not all risks can be mitigated to a low (green) level and may have to be tolerated at a medium (amber) level.

I M P A C T	High	Amber	Red	Red
	Medium	Green	Amber	Red
	Low	Green	Green	Amber
		Low	Medium	High
LIKELIHOOD				

The use of this ‘risk register’ provides the foundation for our Council Planning Framework, which includes service and directorate planning and will inform the development of the Community Strategy and our Improvement Agreement and Improvement Plan.

COMMUNITY LEADERSHIP

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL02	FLINTSHIRE IN PARTNERSHIP	<p>i) Transition of the Community Strategy Partnership Board to a Local Service Board to:</p> <p>(1) identify and manage common / shared issues</p> <p>(2) challenge the standard of outcomes across the strategic partnerships</p> <p>(3) consider issues of collective social responsibility</p> <p>ii) Support strategic partnerships to work collectively addressing national and local challenges to improve service delivery and deliver efficiencies.</p>	Chief Executive (CE)	PPP Manager (KA)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		#
1	Confidence of key stakeholders	<ul style="list-style-type: none"> To have a shared governance framework that provides clear partnership structures, problem-solving leadership, citizen-centred principles and accountability. To ensure effective partnership[governance / performance management models / methods are in place. To challenge our working practices and identify opportunity for collaborative working. To identify and manage common / shared issues 	<p>Transition to Local Service Board (LSB)</p> <p>a) LSB confirmed mid 2008. Risks: 1, 4 Progress: LSB model adopted June 2008.</p> <p>b) WAG representative appointment and role confirmed Risks: 2, 4 Progress: WAG representative appointed February 2008.</p>		AMBER 03/08
2	'Joined-up working' service deliverables				AMBER 06/08
3	Duplication of effort				AMBER 09/08
4	Democratic Governance				AMBER 12/08
5	Maximisation of efficiencies				GREEN PREDICTIVE 03/10

			<p>c) Confirm governance arrangements Risks: 1, 2, 3, 4, 5 Progress: Partnership governance arrangements under development.</p> <p>d) Develop Local Delivery Agreement (LDA) with WAG Risks: 1, 2, 3, 5 Progress: LDAs to be identified by March 2010. LSB is undertaking initial joint project on carbon reduction.</p> <p>Strategic Partnerships</p> <p>a) Mapping of strategic partnerships to maximise efficiencies and reduce duplication. Risks: 1, 2, 3, 4, 5 Progress: Partnership governance and partnerships performance management / self evaluation models / methods to be developed / agreed by LSB.</p> <p>b) Updating of Flintshire Profile and development of data sharing and its use. Risks: 2, 3, 5 Progress: Profile launched in December 2008; feedback for developmental improvements including local and national initiatives to be undertaken as part of the quarterly updates. Profile being used to develop Community Strategy / vision themes by the Local Service Board (LSB).</p> <p>c) Flintshire in Partnership website launch and ongoing development. Risks: 1, 3, 5 Progress: website launched June 2008.</p> <p>d) Confirm / develop links between strategic plans and Council business planning approach. Risks: 2, 5 Progress: Revised approach to Council business planning to be completed April 2009.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL03	VOLUNTARY SECTOR COMPACT AND GRANTS REVIEW		<p>Re-energise Voluntary Sector Compact (VSC) as a strategic partnership body between the County Council, Local Health Board and Flintshire Local Voluntary Council.</p> <p>Review of the arrangements to ensure effective and strategic resource provision to the voluntary sector supported by stronger corporate planning, financial and business disciplines.</p>	Chief Executive (CE)	PPP Manager (KA)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Cross-sector relationship management	<ul style="list-style-type: none"> To further develop positive working relationships with the voluntary sector To have viable, sustainable voluntary agencies To improve co-ordination of support to the voluntary sector To develop the capacity of the voluntary sector. 	<p>a) Revision of Flintshire Compact; first meeting of 'new' body Risks: 1, 2, 3 Progress: Revised Compact and terms of reference agreed including terms of reference and work programme March 2008.</p>			AMBER 06/08
2	Effective strategic use of resources		<p>b) Fundamental review of internal grant arrangements and resource provision Risks: 1, 2, 3 Progress: Proposals for internal grant arrangements agreed October 08; allocation of resource requirements is being considered as part of the budget proposals 2009/10.</p>			AMBER 09/08
3	Maximise voluntary sector capacity and contribution to service delivery		<p>c) Strengthen Service Level Agreements and arrangements for financial and performance management Risks: 1, 2, 3 Progress: see b) above. Implementation of the voluntary sector grants database to be used from April 2009.</p>			AMBER 12/08
						GREEN PREDICTIVE 03/09

			<p>d) Improved relations and recognition of independence, co-dependence and value of the voluntary sector Risks: 1, 2, 3 Progress: Customer relationship management role of sponsoring officers linked to each voluntary sector organisation supported by the council is being developed as part of the review e.g. accommodation, developing capacity, business planning, collaborative working.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL04	AFFORDABLE HOUSING		Limited affordable housing of all tenures and types in all locations across the county impacts on inward and outward County migration, rising domestic debt and economic growth and development.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Knowledge/expertise in negotiating affordable housing	To ensure that sufficient knowledge /expertise exists to maximise affordable housing contributions	a) Comprehensive review of Housing strategy to support and inform affordable housing allocation. Risks: 1, 2, 3, 4, 5, 6 Progress: January 2009 WAG released consultation on a new National Housing Strategy. This will be incorporated into the review of the current local strategy. A comprehensive review of the current local housing strategy is under way and progress will be reported to March Overview and Scrutiny Committee. Target date for the launch of the new strategy is June 2009.			RED 06/08
2	Flexibility of strategic housing policy on acceptable tenures/types of affordable housing	To ensure that all opportunities to expand the provision of affordable housing are exploited, irrespective of tenure	b) Development of Housing Strategy Team to co-ordinate delivery of affordable housing. Risks: 1, 2, 3, 4, 5, 6 Progress: The Housing Strategy Team has now been appointed and is currently engaged in a comprehensive range of strategic housing projects			RED 09/08
3	Partnerships with RSLs and maximisation of joint resources	Establish effective partnerships with RSLs to maximise resources and the provision of additional cross-tenure affordable housing	c) Consideration of implications of Local Housing Market Assessment (LHMA) for strategic policy on affordable housing. Risks: 1, 2, 3, 4, 5, 6 Progress: The Council has recently subscribed to the Hometrack information service which will expand considerably the range of information available to the council to supplement and update information from the LHMA. However, it is			AMBER 12/08
4	Opportunities to plan for/maximise Social Housing Grant and other 'top-up' funding					GREEN PREDICTIVE

5	Opportunities to gain community benefits from developer obligations to impact upon homelessness and consequent budget pressures	Maximisation of developer obligations in the form of commuted sums etc.	<p>acknowledged that the LHMA is no longer an accurate indication of the housing market in north east Wales due to the considerable impact of the 'credit crunch'.</p> <p>d) Review and develop planning policy on affordable housing through the LDP process. Risks: 1, 2, 3, 4, 5, 6 Progress: Close links have been established with the Planning Policy Unit to share information and expertise to contribute to the LDP process. UDP policies are being applied to required elements of affordable housing where applicable. However, timely adoption of the UDP will allow policy development on the LDP to progress</p>	<p>(Unable to determine at present)</p>
6	Outward migration	Quantify and address perceived outward migration	<p>e) More effective use to be made of planning obligations to lever in affordable housing. Risks: 2, 3, 5 Progress: The authority has commenced the development of the council's Affordable Housing Delivery Statement (AHDS) which will set targets for the future. In addition, liaison with RSLs active in Flintshire is seeking to utilise WAG funding to expand the number of affordable homes being provided. A report on the draft AHDS will be presented to the Housing Overview and Scrutiny Committee in March. Deadline for publication of AHDS will be clarified following publication of WAG guidance.</p> <p>f) Improve guidance to developers and standardise approach to S106 agreements. Risks: 2, 3, 5 Progress: Review of the existing S106 agreement forms part of the Strategy Unit's current work programme as the current arrangements do not provide sufficient clarity for developers, Similarly, lack of 'standard' S106 causes undue delay in the planning process.</p> <p>g) Review Council land assets to identify potential for development of affordable housing. Risks: 1, 2, 3 Progress: Current arrangements have provided several sites which are being developed by RSL partners. Discussions are underway with Environment on protocols for identification and release of further sites. Complete by end March 2009.</p>	

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL05	SOCIAL CARE FOR OLDER PEOPLE	Demographic factors showing increased numbers of older people and an increased proportion of older people with dementia; increased pressures on the range of public and voluntary services which provide for them.	Director of Community Services (SL)	Head of Social Services for Adults (MM)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Pressure on resources to deliver increased range and number of services	Remodel and refocus services to promote independence	<p>a) Extra Care housing scheme for older people developed in Shotton Risks: 1,2,3,4,5 Progress: Ongoing/On target</p> <p>b) Extra Care Project Board in place, housing scheme for older people to be developed in Mold Risks: 1,2,3,4,5 Progress: Design plan is being developed by the design sub-group. A service sub group has been convened</p>		AMBER 06/08
2	Increased demands on community care to reduce secondary care	Develop a range of services for older people with mental health needs – jointly with health partners	<p>c) Ensure that Assistive technology is an established element of supporting people in their own homes Risks: 1,2,3,4,5 Progress: Telecare Services Association (TSA) audit of Care Link was undertaken in October 2008, this provided a baseline for future requirements and next steps. Consultants to be appointed in January to develop policies and procedures in order to develop a robust service.</p>		RED 09/08
3	Changing public expectations;;	Development of a range of Intermediate Care Services	<p>d) More service users are able to use the Direct Payments Scheme Risks: 1,2,3,4,5 Progress: Progress is ongoing.</p>		RED 12/08
4	Uncertain NHS environment	Adopt a systematic, timely and quality approach to forward planning for recruitment/resourcing needs			GREEN PREDICTIVE

		<p>Identify opportunities to develop direct care roles using a career progression framework</p>	<p>e) New Resource Centre for early onset dementia Risks: 1,2,3,4,5 Progress: the Centre was opened in October 2008</p> <p>f) Reablement Service Risks: 1,2,3,4,5 Progress: Service model being explored for a pilot for mainstreaming Deliver a specialist dementia service to older people Progress: Independence & Well being grant secured, Project Manager appointed</p> <p>g) Revised Flintshire Joint Intermediate Care Strategy and implementation of strategy in accordance with agreed timescales Risks: 1,2,3,4,5 Progress: Draft strategy to be considered by Health & Social Care partners. Awaiting outcome of continuing Health Care one-off bids Review and re-launch Recruitment and Retention strategy</p> <p>Progress: Draft Workforce Strategy completed (recruitment and retention part of the strategy).</p> <p>i) Plan future recruitment campaigns in conjunction with HR Risks: 1,2,3,4,5 Progress: Ongoing. Joint recruitment campaign in progress for Homecare/LD.</p> <p>j) Identify alternative ways of filling posts within the Directorate e.g. secondments, temporary appointments (ongoing) Risks: 1,2,3,4,5 Progress: Ongoing. More creative ways being identified to fill posts e.g. increasing secondment opportunities within directorate, reduction of use of agency workers</p> <p>k) Improve the diversity of the workforce so that it reflects the local community Risks: 1,2,3,4,5 Progress: No progress. Once corporate targets are set, directorate targets to be agreed.</p> <p>l) Reduction of vacancies and turnover rates within the Directorate Risks: 1,2,3,4,5 Progress: PEF submission demonstrated reduction in vacancies and turnover</p>	
<p>5</p>	<p>Limitations on capacity and availability of workforce</p>			

			<p>rates within Social Services for Adults.</p> <p>m) Career progression framework to be piloted within Provider services Risks: 1,2,3,4,5 Progress: Discussions have taken place with Provider Services Manager about which area to pilot career progression framework in. It is proposed for framework to be piloted in homecare. Will be taken forward once outcome of single status is known.</p> <p>NOTE: (It is difficult to predict the actual date for the reduction of the risk given the number of variable external factors)</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL06	OLDER PEOPLE INDEPENDENT SECTOR CARE MARKET		The stability of independent sector care market is vital to ensure capacity for affordable long term care of older people (care homes & domiciliary care).	Director of Community Services (SL)	Head of Social Services for Adults (MM)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Potential for market failure	Work in partnership with the independent sector to secure services for older people	a) Regular Meetings with independent sector providers to work collaboratively to resolve problems across the sector Risks: 1,2,3,4 Progress: Some local domiciliary providers have been bought out as investment opportunities by large portfolio companies. This has reduced the level of active engagement at regular meetings Progress has been limited in extending the full range of joint health & social care specialist services due to the reconfiguration of the NHS in Wales b) Develop new contracts Risks: 1,2,3,4 Progress: Work has been ongoing on a Regional basis to explore the potential for procuring Social Care services through collaboration however progress has been limited to date. NOTE: (It is difficult to predict the actual date for the reduction of the risk given the number of variable external factors)			AMBER 06/08
2	Capacity for affordable long term care of older people (care homes & domiciliary care)					RED 09/08
3	Changing funding arrangements by government;					RED 12/08
4	Difficulties in setting fair market rates for care.					GREEN PREDICTIVE

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL07	PUBLIC HEALTH & PRIMARY HEALTH CARE		(i) Relationship and responsibilities of and between Council and Local Health Board (LHB) service provision in relation to health pandemics. (ii) Community expectation of improved Health Centre provision.	Chief Executive (CE)	TBC	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Business continuity of community services especially health and social care services		Subject to the outcomes of the live Welsh Assembly Government consultations on the reform and restructure of the National Health Service (NHS) and the impact of regional and local governance, strategy and priorities, public health services, primary health care facilities and services and joint working.			AMBER 06/08
2	National and local reputation					AMBER 09/08
3	Community tensions					12/08 (unable to determine at present)
4	Efficient use of resources					GREEN PREDICTIVE (unable to determine at present)

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL08	CLIMATE CHANGE & FLOOD RISK MANAGEMENT		Both climate change and flood risk is a national issue and priority. Flintshire has large tracts of low lying areas which are subject to potential flooding. Adaptation of service provision and longer term planning required to respond to the impact of climate change.	Director of Environment (CL)	Acting Head of Planning Services (GPJ)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	National and local reputation	To ensure that appropriate plans are in place to address both Climate Change and flood risk.	<p>a) Undertake climate change / strategic flood risk assessments to inform and ensure soundness of LDP strategy / policy. Risks 1, 2, 3. Progress: Timeline for LDP process being drafted for Member approval (Evidence base scheduled for completion by December 2010).</p> <p>b) Determination of planning applications in accordance with UDP and policy / guidance relating to climate change impact / flood risk.</p> <ul style="list-style-type: none"> - UDP now current statement of planning policy - National policy/guidance evolving – currently TAN 15, PPW, Wales Spatial Plan, 'One Wales: One Planet' (consultation), 'Planning for Climate Change' (MIPPS) etc. <p>Risks 1, 2, 3, 4. Progress: Current policy / guidance documents significantly influence planning application determination.</p>			RED 06/08
2	Disruption to services and communities	To minimise the disruption to services and communities resulting from Climate Change and flooding.				AMBER 09/08
3	Limited understanding of climate change as an issue of permanency of effect and longer term planning requirements	To raise the awareness of the issues of climate change and of the need to plan for the consequences.				AMBER 12/08

<p>4</p>	<p>Unknown public service impact, nature and timeline of climate change and reduction in land mass as a result of rising sea levels</p>	<p>To make best use of modelling techniques to align policy and resources to address the impacts on public services of the consequences of climate change.</p>	<p>c) Flintshire County Council's Technical Services resourced and trained to deal with incidents resulting from consequences of climate change. Capital programme of works Risks 1, 2, 3, 4. Progress: Flood defence works completed Mold, Rhydymwyn, Hendre. to mitigate consequences</p> <p>d) Climate Change Strategy to form WAG policy.</p> <ul style="list-style-type: none"> • This will influence LDP policy and decisions on planning applications. Building Regulations to be devolved to WAG – greater powers to achieve carbon reduction targets. • Sustainable building standards – additional planning ‘tool’. <p>(Links to other Environmental Sustainability related risks e.g. CD01 Energy.)</p>	<p>GREEN PREDICTIVE 12/09</p>
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL09	ECONOMIC REGENERATION STRATEGY		Revitalisation of the strategy to provide clarity on priorities; protection of our economic competitiveness as a sub region and stronger profile of the supporting skills market including the economically inactive.	Director of Environment (CL)	Chief Regeneration Officer (DH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Integration of actions across the wide range of Council activities and partner agencies	To ensure that actions are integrated across the range of Council activities and those of partner agencies -	a) Revitalisation of Regeneration Partnership Risks: 1, 4, 5 Progress: Being considered. b) Regeneration Strategy. Risks: 1, 2, 3, 4, 5 Progress: <ul style="list-style-type: none"> Discussion paper prepared and workshop held - 24th November 2008. Timetable established for draft Regeneration Strategy, further workshop 23 March 2009 Improved strategic working with WAG through the Flintshire Forum MDA cross border working consolidated within the Delivery Plan 2008 2011 Town Centre Health Check Study completed October 2008. Employment Land Study to be complete by 1st March 2009 Corporate Strategy Group being established to ensure that economic regeneration is co-ordinated across other Council services 			AMBER 06/08
2	Coordinate traditional economic intervention with investment in education	Reduce level of economic inactivity, employment Flintshire Employment Strategy.				RED 09/08
3	Housing, health and social services	Develop more joined up approach towards regeneration.				AMBER 12/08
4	Funding opportunities	Better closer working with WAG and other public/private partners.				GREEN PREDICTIVE 06/09
5	Longer-term planning	Develop stronger external working partnerships				

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL10	COUNTY TOWN NETWORK REGENERATION & PROTECTION		Flintshire's main commercial centres decline faced with competition for investment from out of town development.	Director of Environment (CL)	Chief Regeneration Officer (DH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Decline of town centres	Undertake Town Centre Health Check Study and present to stakeholder workshop.	a) Town Centre Health Check Study Risks 1, 2, 5 Progress: Complete and presented to stakeholder workshop October 2008 b) Programme of town centre works for all seven centres Risks 1, 2. Progress: Identified and underway using FCC Environment Budget (£100k 2008/09), tidy Towns funding (£138k WAG) – c) Development of Town Action Plans for each centre – Risks 1, 2, 5. Progress: Town Centre Workshops being developed			RED 06/08
2	Investment in the fabric of town centres for retail / office development and residential development	Programme of town centre works for all seven centres				RED 09/08
3	Potential for social issues to increase ie. anti-social behaviour, loss of employment and lack of retail provision for local people	Develop Town Centre Workshops and Town Action Plans for each centre.				AMBER 12/08
						GREEN PREDICTIVE 06/09

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL11	INTEGRATED AND PUBLIC TRANSPORT INFRASTRUCTURE (EXTERNAL)	Compliance with legislative requirement to minimise congestion; supported by appropriate investments from WAG in the regional infrastructure.	Director of Environment (CL)	Head of Highways and Transportation (DF)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Congestion uncontrolled	Ensure free flow of traffic and effective parking policy.	a) Investigate the benefits of changing our current on and off-street parking policy and take a report to Members for a decision. Risks: 1 Progress: April 2009. b) Implement any changes to (i) off-street parking policy and (ii) on-street regulation. Risks: 2 Progress: (i) June 2009 (ii) October 2010 c) Seek Member approval for Draft Regional Transport Plan objectives (09/10) impacting on Council. Risks: 3 Progress: April 2009 d) Implement all relevant powers under current TMA to control works on the Adopted Highway. Risks: 2 Progress: Dec 2009 e) Continue role as Taith Lead Authority to maximise opportunities for Investment in Transport Infrastructure and Initiative across North Wales, recognising cross-border corridors and WAG priorities Risks: 3, 4 Progress: Ongoing		RED 06/08
2	Non-compliance with Traffic Management Act 2004 (TMA)	Optimum use of powers under TMA 2004.			AMBER 09/08
3	Lack of investment in Council's transport infrastructure	Ensure Regional Transport Plan delivers Council's transport priorities.			AMBER 12/08
4	Non-compliance with WAG sustainable travel initiatives; reduction in car usage	Maximise opportunities for alternative travel arrangements			GREEN PREDICTIVE 10/10

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CL12	SKILLS NEEDS OF EMPLOYERS	Webb Review "Promise and Performance" - independent review of Further Education in Wales - implications for providers and stakeholders of 14-19 year old learners. Collaboration of FE and HE providers to meet the changing training needs of employers.	Director of Environment (CL)	TBC	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# AMBER 03/08
1	Training provision of FE and HE establishments not meeting full requirements of employers	To ensure that Flintshire employers have an adequate supply of skilled labour available to meet current and emerging needs. Ensure training provision meets Learning Skills Measure regulation.	<p>a) Flintshire Employment Strategy completed and being implemented – Risks: 1, 2, 3 Progress: Flintshire Employment Strategy completed</p> <p>b) Actions to meet skill shortages in the engineering and paper sectors now in place Risks: 1, 2 Progress:</p> <p>c) 'Manufacturing Initiative' to be rolled out across Flintshire Schools 2009/10 Risks 2, 3 Progress: This links in with the Improvement Agreement 4.1; predictive low risk by 2012 when the completion of the Transformation Education and Training Provision in Wales – Delivering Skills that Work for Wales Outline Strategic Plan and we reach Band A by 2012.</p>		AMBER 06/08
2	Decline in certain employment sectors	To ensure that there are good quality training opportunities available for local people.	d) Ensure all schools meet requirements of Learning Skills Measure for Year 10 learners by September 2009. Risk: 1 Progress:		AMBER 09/08
3	Outward migration of skilled workforce		e) Curriculum collaboration with FE in delivery of courses in partnership in schools. Risk: 1		AMBER 12/08
					GREEN PREDICTIVE 04/12

			<p>Progress: Ongoing since approximately 2006 and continuing to make good progress.</p> <p>f) Achievement of Principal learning Engineers Course successful bid (the only 14-16 Principal Learning Level 11 Pilot in Wales achieved).</p> <p>Risk: 1</p> <p>Progress: Bid completed and successfully approved February 2009. Course making good progress and due to start September 2009.</p>	
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COUNCIL DELIVERY

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD01	ENERGY		Energy consumption across a wide range of Council managed stock subject to volatile market conditions and needs to be managed for	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Financial volatility of energy costs	To minimise the effects of volatility of energy costs	<p>a) Energy policy was revised February 2008, and will now need to be revised again in light of Government commitment to 26-32% Carbon reduction by 2021. Recent announcement of target of 80% by 2050. Risks: 1, 2, 3 Progress: Work has commenced and will be linked to the work connected with the development of a Flintshire Carbon Reduction Strategy. Anticipated completion December 2009.</p> <p>b) Development of Carbon Reduction Strategy as part of wider energy reduction strategy. Risks: 1, 2, 3 Progress: Work has started, following a workshop with the Carbon Trust to identify opportunities and consider targets. This is now being developed further through an officer working group. Anticipated Completion December 2009</p>			RED 06/08
2	Additional costs - 'Carbon Reduction' wasteful	To reduce carbon consumption to reduce costs	<p>c) Procurement of energy through OGC procurement route to maximise value and act as a buffer against market volatility. Risks: 1, 3 Progress: Energy procured through this route to maximise benefits of bulk purchasing arrangements through government agency. Anticipated completion: This is an ongoing activity</p>			RED 09/08
3	Building performance leading to increased energy consumption	To improve efficiency of buildings and reduce wasteful practices	<p>d) Capital investment 'Spend to Save' programme approved. Risks: 1, 2, 3 Progress: The budget made available for this initiative is being targeted at high</p>			AMBER 12/08

			<p>energy use facilities such as leisure centres and schools to reduce energy consumption and in doing so, revenue costs. Flint Leisure Centre has shown a year on year reduction in energy consumption as a result of such initiatives. Anticipated completion: Please refer to examples below; works are developed in conjunction with the Councils capital programme.</p> <p>e) Staff awareness programme to raise the profile of energy consumption through the Council. Risks: 1, 2, 3 Progress: Awareness campaign is being developed. Environment champions (volunteers) being sought to take forward initiatives such as recycling and energy conservations measures. Anticipated completion: To be implemented by the end of February 09.</p> <p>f) Display Energy Certificates to be in place for all buildings over 1000m2 Risks: 1, 2, 3 Progress: Work on certificates substantially completed, consideration is being given to a wider rollout targeting facilities up to 750m2. Anticipated Completion: for 1000m2 March 09.</p> <p>g) Work underway to prepare for the Carbon Reduction Commitment (Carbon Trading Scheme). Risks: 1, 2, 3 Progress: Funding for CRC identified and advised based upon £12.00 tonne. FCC to seek to join the Energy Accreditation Scheme through Carbon Trust. Anticipated Completion: August 2009</p> <p>h) Consider potential for exploration of own energy generation: Risks: 1, 2, 3 Progress: Initial exploratory examination of large commercial wind turbine being considered. Energy generation from landfill gas already in place.</p> <p>i) Asset Management implications of activity in relation to energy conservation will be positive both in reductions to current carbon footprint and overall running costs. Risks: 1, 2, 3 Progress: In the context of asset management high efficiency boiler installations and green energy sources, such as solar thermal are being incorporated into designs, schools in Flint have solar panel and micro wind generation is currently being considered. Anticipated completion: ongoing consideration as part of the Councils capital</p>	<p>GREEN PREDICTIVE 12/09</p>
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			<p>programme.</p> <p>Examples: Spend to save schemes.</p> <p>Flint Pavilion Gas reduction of 10% following installation of pool cover in 2005/06.....savings over £21k since installation at an original cost of £8000 Electricity reduced in total by 29% since 2005/06 . Total savings to date of £39.5K Measures Variable speed drives £6K, Power perfect Voltage optimisation £10K and a few weeks ago new lighting to sports hall £15k</p> <p>Deeside Leisure Centre New heating controls fitted (basic time control/optimisation etc) Cost £4k, payback of £5K in two months.</p> <p>Connah's Quay High Gas cost reduction following draft proofing, cavity insulation and new heating controls of £37K (since 2005/06) Cost of measures £24k</p> <p>Ysgol Terrig/Parc Y Llan, Treuddyn. Approx 28% reduction in oil since draft proofing, cavity Insulation , Double glazing and modifications to controls. Savings to date £14.5K cost of measures £4K.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD02	STREETSCENE		Joined-up approach to 'street services' - delivering from a customer's perspective in an effective single service clustered arrangement	Director of Environment (CL)	Head of Highways and Transportation (DF)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Compliance with current legislation and best practice.	To make full use of available legislation and learn from best practice.	<p>a) Clearly define and scope "Streetscene". Risks : 1, 2, 3 Progress : Initial scoping completed December 2008.</p> <p>b) Appoint temporary Project Manager. Risks: 1, 2, 3 Progress: To be completed early 2009.</p> <p>c) Prepare project plan for implementation by December 2009 to include: Ascertain base-line performance data and existing specifications and resources.</p> <ul style="list-style-type: none"> - Compare existing specifications, performance and resources against exemplary authorities in England and Wales. - Review of Clean Team pilot by March 2009 - Commence streetscene enforcement activities April 2009 - Customer and stakeholder needs and priorities survey June 2009 - Set new SLAS/specifications to meet stakeholders' expectations - Review depot arrangements for the services with a view to rationalisation - Improve communications and customer feedback via Customer Contact Centre June 2009 - Review structure and roles to ensure fit for purpose. Identify scope for multi-skilling of employees. - Review delivery mechanism(s) – as part of Phase II organisational redesign programme. 			AMBER 06/08
2	Provision of services that are customer focused.	To increase customer satisfaction providing an integrated and responsive service.				RED 09/08
3	Ineffective use of resources.	To make best use of available resources which are sustainable and maximise performance and efficiencies.				AMBER 12/08

			<p>Risks 1, 2, 3 Progress: Initial scoping for project completed December 2008.</p>	<p>GREEN PREDICTIVE 12/09</p>
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD03	TRANSITION FROM UDP TO LDP		Council's arrangements for the transition from adoption of the Unitary Development Plan to the development and adoption of the Local Development Plan (one of the 4 statutory plans within plan rationalisation).	Director of Environment (CL)	Acting Head of Planning Services (GPJ)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Adoption of UDP within agreed timescales	To take the UDP through remaining statutory stages, culminating in its adoption.	a) Approve a timeline for the adoption of the UDP and the LDP process. Risks 1, 2, 4. Progress: Timeline drawn up – seek Member approval February 2009.			RED 03/08
2	LDP transition planning	To programme the LDP process in conjunction with the completion of the UDP process.	b) Programme and resource the remaining UDP actions to ensure adoption prior to July 2010:			RED 06/08
3	Impact of spatial planning review	To ensure that LDP preparation has regard to the Wales Spatial Plan (in accordance with statutory requirements).	<ul style="list-style-type: none"> • Receipt of Inspector's report (not within Flintshire's control). • Report to Executive / Council on recommendations – June 2009. • Make Inspector's report publicly available – June 2009. • Proposed modifications – October 2009. • Consideration of modification responses – December 2009. • Adoption of UDP – April 2010. 			RED 09/08
4	Meeting WAG targets for LDP delivery	To programme and deliver the LDP in accordance with statutory requirements.	Risks 1, 2. Progress: Awaiting receipt of Inspector's report in March 2009 (all earlier stages completed). c) Programme and resource the LDP preparation in accordance with the approved timeline and all statutory requirements:			RED 12/08
			<ul style="list-style-type: none"> • Engage Consultants to produce evidence base for LDP – March 2009. • LDP Delivery Agreement by September 2009. • Visioning, Community Planning and links to Community Strategy by December 2009. • Evidence base complete by December 2010. • Community Involvement Strategy by June 2011. 			GREEN PREDICTIVE 12/09

			<ul style="list-style-type: none"> • Pre-deposit participation / consultation by February 2013. • Statutory deposit by June 2013. <p>Risks 2, 3, 4. Progress: Timeline drawn up – seek Member approval February 2009</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD04	PLANNING PROTOCOL		Planning development control arrangements require further development to increase confidence in planning decisions and processes.	Head of Legal & Democratic Services (BD)	Acting Head of Planning Services (GPJ)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Public confidence in the planning process	To ensure that decisions on planning applications are timely and are based only on material factors.	<p>a) Review of planning application procedures and processes (being incorporated in Development Control Manual).</p> <p>Risks: 1</p> <p>Progress:</p> <ul style="list-style-type: none"> Format of reports and presentation to Committee under review. Programme of Member training (including Code of Conduct refresher). Completion due June 2009 			AMBER 06/08
						AMBER 09/08
						AMBER 12/08
2	Mutual understanding of Member and Officer roles in the planning process	To build mutual understanding and trust between Members and Officers in their respective roles.	<p>b) Final stages of adoption of UDP.</p> <p>Risks: 1</p> <p>Progress: Subject to WAG inspectors report due in March 2009</p>			GREEN PREDICTIVE 03/2010
			<p>c) Officer protocol for dealing with Members</p> <p>Risks: 2</p> <p>Progress: Operational (to be incorporated in Development Control Manual).</p> <p>d) Review of planning delegation scheme being undertaken.</p> <p>Risks: 2</p>			

3	Lobbying of an inappropriate nature by applicants and third parties	To ensure a robust and transparent process for making and presenting representations in connection with planning applications.	<p>Progress: Completion due May2009</p> <ul style="list-style-type: none"> • Programme of Member training. Completion due June 2009 • Procedures at Committee (e.g. deferral of decisions, grounds of decision contrary to recommendation) under review. Completion due March 2009 <p>e) Introduce a system of third party representation at Planning Committee.</p> <p>Risks: 3</p> <p>Progress: Completion due April 2009</p> <ul style="list-style-type: none"> • Review of the use of substitutes at Planning Committee completed and operating successfully. • Review Member protocol on contact by / with applicant and / or third parties. Due for completion September 2009 	
4	Presenting the Council's case at Appeals	To ensure that Flintshire County Council's case to planning appeals is presented in a robust and timely fashion, regardless of Officer recommendation on the planning application.	<p>f) Develop the electronic appeal record system to tie in with planning applications and to alert local Members and others to key stages.</p> <p>Risks: 4</p> <ul style="list-style-type: none"> • Establish a procedure to facilitate local Members' involvement in appeals, where they so wish. • Regular review of procedures and decisions on appeals. <p>Progress: LPG currently being reviewed. POSW guidance on standardising approach to S.106 Agreements published.</p>	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD05	HIGHWAYS INFRASTRUCTURE		Current funding arrangements for highway maintenance will not keep pace with natural deterioration over time.	Director of Environment (CL)	Head of Highways and Transportation (DF)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Deterioration of highway assets	To understand the present condition in respect of highway assets.	<p>a) Complete Highway Asset Management Plan to understand condition of highway infrastructure. Risks: 1, 2 & 3. Progress: Carriageway/ footways March 2009.</p> <p>b) Assess impact of 09/10 funding on highway infrastructure. Risks: 1, 2 & 3. Progress: Complete by June 2009</p> <p>c) Report to Council condition of Highway Infrastructure and options for maintenance. Risks: 1, 2 & 3 Progress: Complete by September 2009.</p> <p>d) Inform budget setting process for 10/11 for Highway Infrastructure funding. Risks: 1, 2 & 3 Progress: Complete by October 2009.</p> <p>e) Lobby WAG for continuation of grant for Highway Infrastructure maintenance Risk: 4 Progress: On-going through CSS Wales</p> <p>Note: It is difficult to predict when the level of investment in the highway infrastructure will mitigate the risk to green. There is always likely to be a backlog.</p>			AMBER 06/08
2	Public perception of the service and Council	To provide a robust assessment and funding system for allocation of funding.				RED 09/08
3	Increased third party claims	To target expenditure into appropriate areas.				RED 12/08
4	Loss of grant and other funding sources	To lobby for continuation of existing and any new funding streams.				GREEN PREDICTIVE

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD06	TRANSPORT ARRANGEMENTS FOR SERVICE USERS		Maximise efficiencies of internal transport arrangements for service users.	Director of Environment (CL)	Head of Highways and Transportation (DF)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Buy-in from all stakeholders	To inform Officers and Members of optimum solution for Council and customers.	a) Report to CMT on options available for provision of transport needs to users across several service areas. Risks: 1 & 2. Progress: Complete by March 2009. b) Implement effective and efficient option to deliver across the board service improvements, maximising budgets available. Risks: 1 & 2. Progress: Complete by Sept 2009. c) Review arrangements with other LA's to evaluate options for wider collaboration. Risks: 3 Progress: Report to CMT by March 2010.			AMBER 06/08
2	Insufficient resources to carry out review	To make best use of funding streams associated with public transport.				RED 09/08
3	Economies of closer collaboration not fully worked through	To evaluate options for collaboration with other LA's and service providers.				RED 12/08
					GREEN PREDICTIVE 09/09	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD07	DEPOT PROVISION		Relocation of Queensferry waste management depot provision to accommodate the A494 road widening scheme (linked to outcome of Public Enquiry.)	Chief Executive (CE)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Need to consolidate the use of depots throughout the authority and develop a holistic approach to service provision.	Create a centralised function to support street scene service provision.	<p>a) Temporary decamp to Alltami is scoped and costed Progress: appraisal undertaken. 2 preferred options, one on Deeside and the other at Alltami. The road widening scheme is not now proceeding.</p> <p>b) The Authority has embarked on a major depot review, linked to the Councils reorganisation phase 2 reviews of services particularly street scene and the housing repairs service and considering the following:</p> <ul style="list-style-type: none"> Determine the base line performance. Review financial performance identifying costs with income. Analysis of current and future anticipated workload(s) and WAG initiatives and make direct comparisons. Collate existing resource data. Consider best practice authorities/organisations in Wales and England and determine areas of strength and areas requiring improvement. Review service provision approach within the authority i.e. neighbourhood locations and synergy. Consider current satisfaction levels with services accepting they currently do not conform to the proposed street scene model and consider initial 			AMBER 06/08
		Reduce running costs				AMBER 09/08
		Fleet consolidation on one site				AMBER 12/08
		Reductions in carbon footprint				GREEN PREDICTIVE 12/09

			<p>bench marks to measure success against.</p> <ul style="list-style-type: none"> • Reflect relevant strategies/working practices and procedures within any suggested new service i.e. customer service review, agile working. <p>Progress: Work in the context of reviewing options is underway and considers fitness for purpose issues and how our depots can adequately support effective service delivery. Anticipated completion: Review only December 2009</p> <p>Canton Depot – Accommodation review in support of the decant necessary and linked to options appraisal. Progress: Review of accommodation underway, potential site identified, remodelling work being developed and costs worked up. Consolidation of other services being considered to create a housing service joint facility. Anticipated completion November 2009.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD08	SHOTTON & DEESIDE RENEWAL AREA		Delivery of the first Renewal Area for the County drawing down up to £10m Specific Capital Grant from WAG.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Reputation management issues	To ensure the Council consistently has a high standard of image and reputation	a) Development of Project Plan Risks: 1, 2 Progress: Develop project plan - Expressions of interest in technical journals, shortlist by 9 March 2009, contract to be awarded 16 March 2009 Report expected July 2009 onwards, Report to Members September 2009 October 2009 to obtain 'Declaration' from WAG based upon project plan			AMBER 06/08
2	Missed opportunity to regenerate area over a long term	Ensure quality of life within Renewal area is consistently enhanced				RED 09/08
					RED 12/08	
					GREEN PREDICTIVE 12/09	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD09	CEMETERY PROVISION		The current cemetery (Connahs Quay) has approximately 12 months capacity left. Need for a replacement facility.	Director of Environment (CL)	Head of Business, Finance and Support Services (LW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Shortage of local provision of new grave space at Connahs Quay	To ensure that there is future burial provision at Connahs Quay	<p>a) Executive approval has been given to procure land. The purchase of land is proceeding. Risks: 1, 2 Progress: Planning application is due to go to Planning Committee on 4 March 09.</p>			RED 03/08
2	Council image and reputation	To ensure the Council consistently has a high standard of image and reputation	<p>b) Project Plan is in place, project group meeting fortnightly, all plans in place once the land has been purchased. Risks: 1, 2 Progress: Due for completion Oct 09</p>			AMBER 06/08 AMBER 09/08 AMBER 12/08 GREEN PREDICTIVE 10/09

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD10	LEISURE - FUTURE PROVISION		Development of a Leisure Strategy to inform current and future provision of leisure facilities and services.	Director of Lifelong Learning (IB)	Leisure Services Manger (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Variable standards of facilities and equipment through complexity of facilities, equipment and age and condition of buildings and assets	To improve quality of asset portfolio.	<p>a) Development of Leisure Strategy.</p> <ul style="list-style-type: none"> • Consultation process on Draft Leisure Strategy December 2008 – February 2009. • Report findings back to Executive in April 2009. <p>Formulation of final version Leisure Strategy and gain approval by June 2009.</p> <p>Risk: 1, 3 Progress: The draft strategy is currently out to consultation and is expected to be reported to executive 1st April 2009. The document has as its conclusion an Action Plan with elements running through to 2011(the Strategy is for a 5 year period through to 2014).</p> <p>b) Building Condition Survey completed April 2008.</p> <ul style="list-style-type: none"> • Outcomes of Survey Reports used to establish Capital Programme – September 2008. • Completion of spend and Capital Programme 08/09 by April 2009. • This will complete programme of urgent works categorised as Priority 1. • Asset Management Programme revised by February 2009. Rolling programme of repairs and maintenance of assets to be developed to implement adoption of Leisure Strategy which includes improvement of Leisure Asset Portfolio. <p>Risks: 2,4,5,6,7,8,9 Progress: Much has been done in the short term this current year to improve the</p>			AMBER 06/08
2	Uncertainties of public sector market position	To reach a clear decision and indicated opinions to find best fit.				RED 09/08
3	Historical mismatch of asset management plan and capital programme	To ensure that capital programme prioritised and matched against Asset Management Plan.				AMBER 12/08
4	Maintenance of inefficient assets	To ensure that Capital Programme priorities and matched against Asset Management.				GREEN PREDICTIVE
5	Backlog of repairs					
6	Historical mismatch of asset management plan to capital programme					
7	Impact on service delivery	To ensure all assets are fit for purpose and				

8	Continued customer support	compliment outcomes of Leisure Strategy.	stock of buildings. A capital programme of "urgent works" is underway and scheduled to be almost complete by end of March 09. Work to the Pavilion roof in Flint is expected to be completed May/June 2009.	
9	Assets being fit for purpose		NOTE: Green Predictive RAG status unable to determine at present	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD11	COMMUNITY FACILITIES STOCK		Condition of ageing libraries and community centres.	Head of Technical Services (NC)	Corporate Valuer (TB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Maintenance of ageing assets	Cost effective actions to ensure that ageing assets meet required standards.	<p>a) Property reviews to be undertaken to establish overall asset condition and contribution to Council aims and objectives: Risks: 1,2,3 Progress: Library property review has been completed and its results are being considered and analysed by Valuations and Estates staff before reporting into Corporate Asset Management Group (CAMG) and community centres are in the process of being reviewed through the property review process (see CG05). This will enable informed decisions to be made regarding future utilisation. And subsequently enable funding streams to be targeted to support corporate priorities and future accommodation strategies.</p> <p>b) Capital programme to be coordinated through CAMG Risk: 3 Progress: CAMG consider the capital programme and consider this in the light of Council objectives, needs and available resources, bringing together capital finance and CAMG in one decision making group.</p> <p>c) Consider membership of land disposal panel to ensure effective challenge of property transactions. Risk: 1, 2, 3 Progress: The land disposal panel membership has now been increased to five members in order to provide increased political understanding and support for the process. The panel consider information relating to disposals and support the Councils capital receipt generation.</p>			#
2	Backlog of repairs	Reduced backlog to create fit for purpose accommodation.				RED 09/08
3	Historical mismatch of asset management plan to capital programme	Align asset management plan and capital programme to create and integrated approach.				AMBER 12/08
					GREEN PREDICTIVE 02/10	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12a	HOUSING STRATEGY		The Housing Strategy and general housing service demand change and improvement to be delivered at a time of strategic change/uncertainty.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	In year service pressures	Identify emerging service pressures through on-going monitoring.	<p>a) Establishment of a performance management strategy. Risks:1 Progress: The housing strategy unit is closely involved with the housing service in addressing responses to housing issues. This includes the establishment of a performance management strategy which is currently in draft and the provision of advice and assistance in developing specific responses. It is expected that the PM Strategy will be finalised in April 09</p> <p>b) Establishment of the Housing Strategy Unit Risks: 2 Progress: The housing strategy unit has been appointed and is now in place.</p> <p>c) The housing strategy unit has established a work programme aimed at identifying current and emerging housing pressures. This will include reviews of the current housing and homelessness strategies and the preparation of the first Flintshire Affordable Housing Delivery Statement. In addition, the unit has embarked on a number of local and regional projects which will expand the council's knowledge and understanding of the housing pressures affecting the county area, leading to the development of appropriate responses. Risks: 3, 4 Progress: A draft Affordable Housing Delivery Statement (AHDS) has been prepared however revisions in the guidance drawn up by WAG/WLGA have yet to be formally released. WAG expectations are that the AHDS needs to be published within 6 months of the release of the final guidance. The Council has embarked on a joint project with Wrexham CBC and the RSLs operating across both LAs to establish a Rural Housing Enabler. Similarly, the council is an active participant in the North Wales Gypsy Traveller Accommodation Needs</p>			AMBER 06/08
2	Effective capacity and re sourcing for coordination	Establishment of housing strategy unit.				RED 09/08
3	Housing pressures across the County	Establishment of mechanisms to accurately determine current and emerging housing pressures and develop appropriate responses.				AMBER 12/08
4	Appreciation of housing as a key player for social wellbeing	Adoption of a comprehensive local housing strategy within which measures to improve social wellbeing are embedded.				GREEN PREDICTIVE 06/09

			<p>Assessment and the North Wales Housing Strategy Officer Network.</p> <p>d) Inclusion of strategic policy measures within the Housing Strategy and the embedding of these measures.</p> <p>Risks: 4</p> <p>Progress: The review of the current Flintshire local housing strategy will have at its core the establishment of strategic policy measures to ensure that social wellbeing features as a key to the strategy's overarching objectives. The review of the strategy will be completed by end February 2009. It is proposed that the revised Flintshire LHS will be published in June 2009.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12b	HOUSING MANAGEMENT		The Housing Strategy and general housing service demand change and improvement to be delivered at a time of strategic change/uncertainty.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	In year service pressures	Identify emerging service pressures through on-going monitoring	<p>a) Strengthening of management roles within the housing estates division will delegate responsibility and a degree of autonomy to neighbourhood managers to identify local issues and pressures on services -</p> <p>Risks: 1, 2 Progress: Report has gone to CMT and recruitment to posts is likely to be concluded by May 2009.</p> <p>b) Proposals for a new organisational structure in housing estates division will help create a comprehensive approach to delivery of services and will address the issues of ownership and accountability of staff and lead to higher quality services for customers.</p> <p>Risks: 1, 2 Progress: Report has gone to CMT and recruitment to posts is likely to be concluded by May 2009.</p> <p>c) Strengthening of management structures with added responsibilities for Neighbourhood Managers will allow for better focus on performance management, and the identification of pressures. Closer working between the housing estates teams and the strategy team will also lead to better co-ordination of responses to emerging local and national issues.</p> <p>Risks: 3 Progress: This action is very much dependant on the recruitment of new senior posts, which is still subject to approval by Executive. It is hoped that approval will be gained by March 2009 and that this action will be completed April 2010.</p> <p>d) Procedures for dealing with more serious cases of rent arrears to be revised in year, with emphasis on early intervention and joint working with other agencies.</p>			AMBER 06/08
2	Effective capacity and resourcing for coordination	Establishment of new structures to respond to pressures of neighbourhood management				RED 09/08
3	Housing pressures across the County	Establishment of mechanisms to accurately determine current and emerging housing management pressures and develop appropriate responses				RED 12/08
4	Income generation	Adoption of a comprehensive measures to improve income generation				GREEN PREDICTIVE

			<p>Revisions to void property management procedures should result in reduced relet times and help to reduce the levels of rent loss form empty properties.</p> <p>Risks: 4</p> <p>Progress: New protocols and proformas have been agreed. A report to Scrutiny on voids improvement will be presented on 10th February 2009.</p> <p>Note: Unable to determine Green/low risk predictive at present</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12c	HOUSING REPAIRS AND MAINTENANCE SERVICES		Service delivery improvements need to continue around increased productivity, new technologies and performance.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Market-tested schedule of rates (SOR)	To ensure that SOR reflects modern, robust working practice	a) Implementation of new Schedule of Rates (SOR) Phase 1 Risks: 1, 2 Progress: New SOR completed March 2008; phase 2 (reduction in number of SOR items by the use of composite rates) scheduled for completion March 2009. b) Diagnostic Reporting Risks: 2, 3 Progress: Implemented Dec ember 2008. c) Mobile working – Trackers on vehicles Risks: 2, 3 Progress: Partnership working with Denbighshire to join their framework – implementation February 2009. Partnership working with Gwynedd utilising the building material/components framework February 2009 d) Introduction of systems to identify productivity issues Risks: 2, 3 Progress: Reduction in over target work tickets reduced from 2045 to 1471 February 2009. Further reduction to 1000 by April 2009 and 500 by July 2009 and below 500 by October 2009. e) PwC follow up review to be presented to Audit Committee Risks: 1,2,3 Progress: PWC action plan was reviewed in November 2008 and all actions were on target for achievement on the dates set.			RED 03/08
2	Value for money in an increasingly competitive environment	To ensure that a cost effective repairs and maintenance service is provided				RED 06/08
3	Council image and reputation	To ensure the Council consistently has a high standard of image and reputation				RED 09/08
					AMBER 12/08	
					GREEN PREDICTIVE 10/09	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12d	HOMELESSNESS		Changes in legislation and reductions in supply of suitable accommodation continues to exert pressure.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Changes in legislation creating further pressure on accommodation throughout the County	To be aware of potential future changes to WAG policy and to ensure current policies and practices reflect the same.	a) Adoption of Homelessness Strategy Risks: 1, 2 Progress: The Homelessness Strategy is currently being re-drafted. A draft of the homelessness strategy will be considered by the Overview and Scrutiny Committee on the 16 th of March. Executive approval end of March 2009.			RED 06/08
2	Lack of available affordable housing adding to the pressure	To ensure adequate provision of affordable housing.	b) Develop and implement the Housing Strategy and the Affordable Housing Delivery Plan Risks: 1, 2 Progress: Homelessness Strategy presented to the Overview and Scrutiny Committee on the 16 th of March – development of the Affordable Housing Delivery Plan – Executive approval end of March 2009.			AMBER 09/08
3	Potential for budgetary pressure due to volatility of the service area	To ensure organisational capacity and resource meets the volatility of the service.	c) Homeless Prevention Team managing the risks in relation to volatility of homeless position and impact of economic downturn. Risks: 3 Progress: Extra capacity within the Housing Options Team including the appointment of a Specialist Money Advice Officer together with two Accommodation Support Officers			AMBER 12/08
						GREEN PREDICTIVE 03/10

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD12e	SHELTERED HOUSING	Pending sheltered housing service review impacts.	Director of Community Services (SL)	Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	<p><u>Operational and strategic</u></p> <p>Potential risk to service user, employee, and council from outdated operational procedures and lack of strategic development.</p>	<p>To ensure that all operational systems, policies and practices are compliant with legislation and learn from best practice.</p>	<p>a) Rectify operational systems and practices</p> <p>Risks: 1</p> <p>Progress:</p> <ul style="list-style-type: none"> Work is currently on-going to rectify operational systems and practices and review Sheltered Housing stock. Employment/contractual issues within the sheltered housing service have been resolved. TSA pre-audit of Carelink service undertaken in October 2008, identified where improved policies and procedures are required. Work in progress to implement revised policies/procedures. Carelink service to be formally audited against the TSA national standards in early summer 2009. 		<p>AMBER 06/08</p>
2	<p><u>Financial</u></p> <p>Potential risk for financial pressures within the sheltered housing and Carelink service - linked to the withdrawal of Supporting People grant income.</p>	<p>To increase customer satisfaction by ensuring that all services are accessible, quality assured, responsive and needs led.</p>	<p>b) Review Sheltered Housing stock</p> <p>Risks: 1, 2</p> <p>Progress:</p> <ul style="list-style-type: none"> Sheltered housing visioning day held in November 2008. Service improvement action plan produced. Work in progress to implement the operational service improvement programme. Executive decision made in October 2008, to bring vacant designated resident warden properties back to tenanted use. Work in progress to appraise long-term use of inaccessible or difficult to let designated sheltered housing accommodation. Reports on recommendations for future stock usage to be presented for consideration/consultation by March 2009. 		<p>RED 09/08</p>
		<p>To make best use of available resources which are sustainable and needs led.</p>			<p>To make best use of available resources which are sustainable and needs led.</p>
					<p>GREEN PREDICTIVE</p>

			<p>c) Review Supporting People grant arrangements and eligibility criteria Risks: 1, 2 Progress:</p> <ul style="list-style-type: none"> ▪ Concern around SP grant funding ineligible services (garden maintenance /community centres) has been addressed. ▪ Work in progress to review the sheltered housing/Carelink service provision against SP eligibility criteria. ▪ Service user’s accommodation related support needs to be assessed against SP eligibility criteria. (SP Operational Plan 2009/10) <p>d) Direct and plan Service Delivery Risks: 1, 2 Progress:</p> <ul style="list-style-type: none"> ▪ Develop an equitable charging policy for accommodation related support services. ▪ Ensure the sheltered housing and Carelink service is adequately and appropriately funded for the type of services delivered. <p>e) Project Manager already appointed Risks: 1, 2 Progress: A Project Manager has been appointed to undertake the sheltered housing service review.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD14	HOUSING STOCK OPTIONS		Council to make its final decision following the proposed local strategic housing review throughout 2008.	Chief Executive (CE)	TBC	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Reputation management; tenant's confidence in the Council		Subject to decisions of the Special Council Meeting to be held on 17 February 2009 and the subsequent development of a strategy for (1) a ballot process and (2) optional ballot outcomes. Supporting information is available for reference which includes an assessment of risks throughout.			AMBER 06/08
2	Support for future outcomes					RED 09/08
3	Member confidence and commitment in officer ability to deliver					12/08 (Unable to determine at present)
4	Relationships with WAG					GREEN PREDICTIVE (Unable to determine at present)
5	Financial pressures					

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD18	SUPPORTING PEOPLE		Review of Supporting People to ensure the strategic and effective delivery of the Supporting People programme	Director of Community Services (SL)	Head of Development & Resources (AB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Uncoordinated approach to management of supporting people programme and budget	To establish a Supporting People Team with associated governance arrangements.	<p>a) To bring together the existing SP posts across the Council to create a real team rather than a virtual team, and to recruit to all posts and phase out interim staff – April 200.</p> <p>Risks: 1 Progress: An SP Team has now been created (August 2008) and a Manager appointed (August 2008). All interim staff have ceased (August 2008). Two posts remain vacant and recruitment has commenced.</p>			AMBER 06/08
2	Over reliance on interim staff; reduction in grant	To manage any reduction in services with minimal impact on service users	<p>b) To establish appropriate governance arrangements.</p> <p>Risks: 1 Progress: A cross agency Supporting People Planning Group (SPPG) has been established and meets bi-monthly. A member seminar was held 23rd January 2009 to increase knowledge and understanding about the SP programme.</p>			AMBER 09/08
3	sustainability of existing services	To prepare and approve a Flintshire SPOP.	<p>c) To prepare a revised SPOP to meet reduced WAG grant.</p> <p>Risks: 2 Progress: WAG are undertaking a review of the existing distribution of SP funding across Wales. In the meantime, all new contracts in SP services are flexible to allow for revision if required</p>			AMBER 12/08
4	Delayed publication of Supporting People Operational Plan (SPOP)	To phase the budget re-alignment to minimise the impact on service users	<p>d) To prepare & approve a Flintshire SPOP.</p> <p>Risk: 3 Progress: A SPOP has been agreed by the SPPG (November 2008) following consultation with existing and potential providers. The final version has been sent to WAG (November 2008) pending approval by the Executive. The SPOP 2009/10 is going to Executive for approval on 17th February. From April the SP Team will start work on a longer term strategy.</p>			GREEN PREDICTIVE
5	Allocation of services and related budgets not aligned to revised eligibility criteria					

			<p>e) To determine which existing services are ineligible for SP funding. Risk: 4 Progress: All services have been reviewed and providers have been advised which are not eligible under the new criteria (October 2008).</p> <p>f) To identify new services that would be eligible for SP funding. Risk: 4 Progress: New priority services have been identified through the SPOP process. Also, existing services which are eligible services for SP investment have been identified. SLAs are being developed for services identified as being eligible for SP finding from April 2009. SP will continue to investigate further services in order to allow for a gradual phase out of funding to ineligible services.</p> <p>g) To phase out SP funding to ineligible services and commission new services. Risk: 4 Progress: A 5 year plan has been developed to de-commission ineligible services and to invest in new services. Two new services have been tendered for April 2009. The longer term strategy will identify further new services for development. Ineligible funding will be withdrawn in line with the 5 year plan.</p> <p>NOTE: This risk cannot be totally mitigated (i.e., go green) until WAG indicate whether and how the SP Grant will be distributed across Wales.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review			
CD19	GYPSIES AND TRAVELLERS		Management of demand/casework and provision of sites/facilities.	Chief Executive (CE)	PPP Manager (KA)				
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08			
1	Compliance with current legislation and statutory duties in relation to Gypsies and Travellers and settled communities.	To ensure that the council has appropriate arrangements in place to respond locally to Gypsies and Travellers accommodation requirements.	<p>a) To approve and implement a multi-agency protocol for managing and responding to unauthorised encampments. Risks: 1, 2 Progress: Protocol drafted 2006. Internal adoption prior to external consultation in April 2009; final adoption September 2009.</p> <p>b) Undertake a regional response to Gypsies and Travellers:</p> <ul style="list-style-type: none"> Undertake a data gathering exercise on a local and regional basis of data, trends and procedures in relation to Gypsy and Traveller accommodation across the North Wales local authorities. Complete a Gypsy and Traveller Accommodation Needs Assessment across North Wales. Contribute to the North Wales regional meetings facilitated by North Wales Police <p>Risks: 1, 2 Progress: Data gathering exercise started, regional meetings attended</p> <p>c) Determine management and accountability arrangements for the permanent gypsy and traveller sites within Flintshire’s ownership. Risks: 1 Progress: CMT to determine</p> <p>Until the actions have been completed as above the ‘green’ low risk cannot be determined.</p>			AMBER 06/08			
		To develop regional approaches to accommodation provision for Gypsies and Travellers.				RED 09/08			
2	Community response leading to disruption of normal work in various departments and inevitable delays in dealing with the issue	To manage unauthorised encampments on Council owned land.							RED 12/08
		To promote good relations between the settled and travelling communities.							GREEN PREDICTIVE

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD20	SCHOOL BUILDINGS		Condition, suitability and sufficiency of education assets.	Director of Lifelong Learning (IB)	Interim Head of Development and Resources (KG)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Backlog of known repair and maintenance works and funding required to address condition issues in educational assets.	To plan for the predictive future maintenance of school buildings addressing the backlog of repair and cyclical maintenance.	<p>a) To repeat the school capital repair and maintenance programme in 2009-10 at the 2008/9 level. Risks: 1 Progress: The School Capital Repair and Maintenance (R&M) Programme received a significant injection of funding from FCC in 2008-09 enabling a £4M programme of works to be undertaken, and which is on target for delivery. The School Building Improvement Grant (SBIG) allocation from WAG has also partially supplemented the 2008-09 Capital R&M Programme.</p>			RED 06/08
2	Historical mismatch of asset management plan to capital programme	To maximise the available resources for the school buildings within the capital programme.	<p>b) To maintain close coordination with CAMG Risks: 2 Progress: The Education Capital Programmes are now closely coordinated with Corporate Asset Management Group (CAMG), and based on the criteria outlined in the Directorate's Statement of Local Priorities.</p>			RED 09/08
3	Impact on service delivery and assets being fit for purpose	To enhance the learning environment making it attractive for both pupils and staff.	<p>c) To complete the Education Asset Management Plan by summer 2009 Risks: 2 Progress: Continued focus will be placed on the construction and completion of an Education Asset Management Plan which will be used across Council as the core data for capital investment into education assets.</p> <p>d) To continue to coordinate the contribution of the annual repair and maintenance programme with the wider programme of bringing schools up to 'Fit For Purpose' as part of the school modernisation strategy.</p>			RED 12/08
						GREEN PREDICTIVE 04/18

			<p>Risks: 3 Progress: The provision of a substantive R&M budget for the 2008-09 education capital programme has had a very significant impact on service delivery and this needs to be sustained year on year at least at the £4M level, to address and undertake repair and maintenance work to educational assets to support the wider longer term process of bringing the condition of education assets up to fit for purpose.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD21	SCHOOL MODERNISATION		Significant changing demographics and suitability of assets under review as the basis for choices/strategy on future provision.	Director of Lifelong Learning (IB)	Interim Head of Development and Resources (KG)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Changing demographics and impact on supply of school places and suitability of education assets.	To ensure that the school modernisation programme effectively addresses the County's demographic fluctuations.	a) Changing Demographics - the introduction of improved school place planning methodology including updated use of local birth data. Risks: 1, 2 Progress: Progress has been good. Pupil projections have been corrected to provide more reliable strategic planning information. A new annual School Place Planning Cycle has been approved by Executive.			AMBER 06/08
2	Mismatch of location of asset provision and where needed in future	To achieve an optimum use of resources made available for the maintenance, ownership, usage and distribution educational assets.	b) Completion of the Education Asset Management Plan Risks: 1, 2 Progress: The completion of the Education Asset Management Plan has moved to its third stage (Sufficiency audit) and will be completed by April 2009.			RED 09/08
						RED 12/08
						GREEN PREDICTIVE 04/18

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD22	LEARNING & DEVELOPMENT		Pupils' attainments in National Curriculum Assessments at KS3 and in gaining five or more A* to C GCSE's are below levels of expected for schools and authorities in similar social and economic circumstances.	Director of Lifelong Learning (IB)	Head of Schools Services (ED)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	National benchmarking of levels of attainment of pupils in National Curriculum Assessments at KS3 and in gaining five or more A* to C GCSE's	Raise standards of pupil attainment.	<p>a) Development of Secondary Strategy by March 2008 Risks: 1, 2 Progress: Implementation and monitoring of Secondary Strategy. – commenced Oct 08 & ongoing on a quarterly basis</p> <p>b) Productions of Annual report and analysis of attainment levels (first produced approximately 2002) Risks: 1, 2 Progress: Report to Executive and Scrutiny on an annual basis, next report due to Lifelong Learning Overview & Scrutiny Committee - February 2009</p>			AMBER 06/08
2	Local and national reputation.		<p>c) Targeting support through Secondary Strategy and consultation with schools Risks: 1, 2 Progress: Started March 2008 & ongoing.</p>			AMBER 09/08 AMBER 12/08 GREEN PREDICTIVE 2010

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD23	CHILDREN OUT OF COUNTY CARE & EDUCATION		Pressure on current budget for Out of County placements where appropriate care or educational facilities are often available only outside the County.	Director of Community Services / Director of Lifelong Learning (SL/IB)	Head of Children’s Services (CS)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Increasing budget pressures	To increase the choice and diversity of placements within the County. Develop strategies for improving the quality of the current provision.	a) Commitment to Corporate approach for placement as a Corporate Priority for budget support. Risks: 1, 2 Progress: Review of Out of County budget commissioned by Corporate Management Team and commenced 12/01/09. Terms of reference set and initial tasks around commissioning high cost placement model have been allocated. b) Review, investigate and determine alternative methods of provision. Risks: 1, 2 Progress:			RED 06/08
2	Future need cannot always be forecasted	Develop strategies for forecasting and managing future needs wherever possible.	<ul style="list-style-type: none"> Evaluation of Family Support and Adolescent Strategy Function has been completed and brought together in one team to increase capacity for intervention following requests for accommodation. Separating Family Support and Family Placement Function has also increased managerial capacity in Family Placement Team leading to more focus on this area of business. Work commenced in 2008 and will be completed by March 2009 on current residential respite capacity for children with disabilities with a view to recommending an increase in provision. c) Development & implementation of strategy to support current and future needs. Risks: 1, 2 Progress: Currently exploring the viability of budget realignment to secure			RED 09/08
						RED 12/08

			<p>additional capacity to undertake foster carer assessments and increase the number of foster carers supported in house.</p> <p>Further Planned Actions Maintain boarding out payments at Fostering Network recommended level by April 2009. Risks: 1, 2 Implement a listening and learning approach to Disruption Meetings and exit interviews for young people to inform future working practices. Risks: 1, 2 Contribute during 2009 to the North Wales work on short break care in conjunction with SSIA. Risks: 1, 2 Undertake a survey of parents of looked after children to inform any future improvements in the quality of care for looked after children. Risks: 1, 2 Increase annual review of children in care system to biannual event to explore possibilities of rehabilitation with parents or within extended family. Risk 2 Implement changes to working practices of the Independent Reviewing Officers to improve oversight and scrutiny of care planning. Risks: 1, 2</p>	<p>GREEN PREDICTIVE (unable to determine at present)</p>
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD24	SOCIAL CARE RECRUITMENT AND RETENTION OF STAFF		Shortage of Social Workers and Direct Care staff across the whole sector has a direct impact on service delivery to vulnerable people.	Director of Community Services (SL)	Head of Development & Resources (AB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Direct impact on service delivery to vulnerable children and adults	To have sufficient suitably trained staff to meet service users' needs and maintain service continuity whilst allowing for reasonable staff turnover.	<p>a) Continually review the methods of recruitment, i.e., message, location etc. Risks: 1,2,3 Progress: Managers are working with HR and the recruitment agency to monitor the effectiveness of advertising. Apart from some hard-to-fill posts, there are currently no major problems. Non-traditional ways of recruitment have also been used.</p> <ul style="list-style-type: none"> Continued to offer temporary flexible contracts to students who have then taken up permanent posts once their studies are completed. Oversees recruitment campaign in Germany concluded in 2008. County Council have implemented Managed Agency Staff Solution project. <p>b) Develop our existing workforce to undertake qualified Social Worker and OT roles. Risks: 1,2,3 Progress: A number of existing staff have been assisted to attain Social Work and OT qualifications and this has assisted recruitment in these areas.</p> <p>c) Ensure Social Worker pay remains competitive Risks: 1,2,3, Progress: The Council has implemented the pay scales recommended by the report "A Profession to Value" and this has assisted in the recruitment and retention of social workers.</p> <p>d) Provide positive experience for Social Workers in training hosted by Flintshire Risks: 2 Progress:</p>			AMBER 06/08
2	Levels of sufficiently skilled and knowledgeable workforce					RED 09/08
3	Lack of service continuity due to number of posts covered by agency staff					AMBER 12/08
						GREEN PREDICTIVE

			<ul style="list-style-type: none"> • Continue to offer temporary flexible contracts to students who have then take up permanent posts once their studies are completed. • Continue to offer student placements to social work students. <p>NOTE: It is unlikely that this risk can ever be totally mitigated (i.e., go green) as this is a structural problem within the sector that cannot be addressed by FCC alone.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD25	DIRECT PAYMENTS		Opportunities for social care service users to manage their own care provision is reflected in different pressures and management arrangements.	Director of Community Services (SL)	Assistant Director of Performance & Planning (AB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Budgetary pressures resulting from increase in total numbers of service users	Meet increased demand for DPs, whilst maintaining existing services	a) Monitor expenditure arising from the increased use of direct payments Risks: 1,2 Progress: Service Managers are monitoring the use of DPs and reporting to their respective Heads of Service. Budget pressures are emerging, but services have not yet reached the tipping point where de-commissioning is needed. NOTE: it is unlikely that this risk can be totally mitigated (i.e., go green) without additional resources.			AMBER 06/08
2	Reduced numbers of service users using existing services leading to increased costs and reduced VFM					AMBER 09/08
		AMBER 12/08				
						GREEN PREDICTIVE

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD26	DISABLED FACILITIES GRANTS	Disabled Facilities Grants require improved process time to meet customer needs.	Director of Community Services (SL)	Assistant Director of Community Care (MM)/ Head of Housing (MH)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Customer expectations and needs not being met	To deliver all adaptations within the top quartile	<p>a) Performance Management by Adult Social Care/Community and Housing and introduction of new service initiatives to maximise the efficient processing of all applications. Risks: 1, 3 Progress: The average number of days in April 2008 was 604 and this was reduced to 373 day in December 2008. This action commenced in 2007-08 and a number of methods for achieving it were agreed:</p> <ul style="list-style-type: none"> • Reduction in waiting times for occupational therapy assessment • Acute management intervention in housing grants – developing new policies, processes and streamlining procedures • Improved management information systems and monitoring through the DFG Operational Group • Improved process management in the management of the grants • Improved efficiencies on the processing of commencement and completion of works. <p>These continue and are monitored through the DFG Operational Group. Continued improved efficiencies are determined by the DFG Operational Group.</p> <p>b) Fully assess the impacts of increased funding both capital and resource implications – for 2009/10 target completion date December 2009. Risks: 1, 2 & 3 Progress: The longest wait in November 2007 was 11 months compared with</p>		RED 06/08
2	Funding streams insufficient to meet current demand	To ensure that all demand is matched by sufficient resources			RED 09/08
3	OT waiting list for assessment	To ensure that all referrals to housing grants are completed efficiently			AMBER 12/08
				GREEN PREDICTIVE 2014	

			<p>the longest wait in Dec 2008, less than 1 month. Please also see progress listed under action a.</p> <p>c) Investigate modern procurement initiatives to support increased throughput – December 2009 Risks: 1 Progress: Currently in early stages for identifying the areas for a procurement initiative.</p> <p>d) Waiting list initiative in OT team Risks: 1, 2 & 3 Progress: 2007/08 pilot has been completed. Waiting list reduced to 1 month as at December figures and forms part of the directorate’s budget pressures for 2009/10.</p> <p>e) Increased allocation of capital resources in 2008/09 – on-going Risks: 1, 2 Progress: The completion of the action is dependent upon the review of the council’s capital programme.</p>	
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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD27a	WASTE MANAGEMENT (STRATEGY)	Increasing Government pressure to increase reused/recycling from 18.08% in 2007 to 25% in 2010 and composted/biologically treated from 12.43% in 2007 to 15% by 2010 requires new waste management methodologies and practices. Delivery of North Wales regional waste treatment project (NWWTP) by 2013.	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Failure to meet the targets will result in infraction fines of £200 per tonne over target resulting in serious financial impact to budget not manageable within existing funds	To meet 2009/10 targets for diversion from landfill. To meet future direction proposals which will set targets to 2025	<p>a) NWWTP</p> <ul style="list-style-type: none"> PID to be cleared and appointment of regional Director to be undertaken February 2009. <p>Progress: The PID for the North Wales Waste Treatment Partnership (NWWTP) has now been approved by all 5 Authorities. Various levels of steering/member groups are in place. The outline business case is to be prepared by summer 2009</p> <ul style="list-style-type: none"> Establish Management Structure <p>Progress: Interim Project Manager appointed, Regional Project Director post to be advertised January 2009. About to advertise for legal, technical, financial and public consultation roles (March 09)</p> <ul style="list-style-type: none"> National targets for Waste Reduction <p>Progress: Discussions with Minister continue on behalf of the 22 Local Authorities through the WLGA regarding the new and challenging targets.</p>		AMBER 06/08

			<p>Eunomia report and AEA (WLGA) peer review has been completed to inform the ministers further consideration. Unlikely that there will be significant movement in targets as set out within the Ministers initial directions paper for waste reduction. Expected completion date December 2013</p> <p>b) <u>Food Waste</u></p> <p>Creation of a hub necessary to draw down Strategic Capital Investment Fund (SCIF).</p> <ul style="list-style-type: none"> • Three North Wales authorities for the delivery hub, FCC, DCC and CBC for food waste collections and treatment • Current consultation with WAG on proposed targets (March 09), food waste target of 15% considered that this target is difficult to achieve through doorstep collection alone. • RCAF bid via Welsh Assembly Government successful and will be used to purchase land at St Asaph to build the anaerobic digestion treatment facility on and fleet, bins etc (depending upon each LAs specific needs) <p>Progress: PID for delivery hub is substantially complete and in final draft, proposed to go to OJEU in the summer of 2009. Expected completion date November 2012</p>	<p>AMBER 09/08</p>
		<p>Contribute to reducing the carbon footprint of Wales</p> <p>Contribute to the creation of a more sustainable environment</p>		<p>AMBER 12/08</p>
				<p>GREEN PREDICTIVE 2012/2013</p>

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD27b	WASTE MANAGEMENT (OPERATIONS)		Introduction of new recycling services (cardboard and food waste) and review of trade waste collection service.	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Infraction fines of £200 per tonne if under target	To meet 2009/10 targets for recycling. To meet Future Direction proposals which will set targets to 2025	<p>a) Pilot scheme to be rolled out to increase recyclate collection through cardboard collection Risks: 1,2 Progress: Pilot scheme in 1/3 of County for collection of cardboard. Will be extended to rest of County throughout new financial year.</p> <p>Food waste – see previous risk (CD27a)</p>			AMBER 06/08
2	Financial pressures on existing funds	Reduce amount of waste sent to landfill. Carbon footprint and contribute to sustainable	<p>b) Consider take up of recycling in County Hall and develop solution (lead by example). Risks: 1,2 Progress: Following the success of the pilot recycling collection at County Offices, Flint, the service will be implemented at County Hall (March 09) schemes at Canton and Alltami all ready in place. This collection service will be extended to multi-occupance buildings and flats, public sector buildings and (schools) in June 09</p>			RED 09/08
			<p>c) Review of collection service has been undertaken in readiness for new treatment facility, inclusive of operational requirements fleet, manning, containers. Risks:1,2 Progress:</p> <p>d) Recycling initiative to be put in place to reduce landfill and increase recyclate collection. Increased consideration of other initiatives i.e. food waste. Risks:1,2 Progress: For food waste refer to CD27a.</p>			AMBER 12/08
						GREEN PREDICTIVE 11/09

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD27c	WASTE MANAGEMENT (PARTICIPATION)		Community awareness and participation should encourage waste minimisation and increase the volumes of domestic waste diverted from landfill.	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Community engagement and commitment to support the waste minimisation objective	Awareness raising to increase levels of participation Increase participation in the Councils recycling services	<p>a) Increase levels of engagement education and participation throughout Flintshire: Risks: 1,2,3 Progress: Review customer engagement activity and develop more robust communication framework - ongoing</p> <p>b) Lead by example in the minimisation of waste within our own County Buildings Risks: 1,2,3 Progress: Refer to Risk CD27b)</p>			RED 06/08
2	Funding pressures in relation to minimisation of waste	To secure appropriate funding to meet WAG targets as set out in their Future Directions Paper.	<p>c) Solicit increased support from WAG in developing targeted and more localised publicity campaigns to raise awareness. Risks: 1,2,3 Progress: Regular contact and awareness of WAG campaigns through the Strategy and Education officers within waste management. Links at a local level with national campaigns through Waste Awareness Wales to reinforce the messages</p>			RED 09/08
3	Negative impact upon Flintshire residents	Separate recycle within FCC public buildings	<p>Risks: 1,2,3 Progress: Profile of waste minimisation in schools and community groups through increased support and campaigns to be raised. Publicity trailer has now been purchased and used to raise awareness and support campaigns, such as the cardboard collection pilot.</p> <p>Lead by example in the minimisation of waste within our own County Buildings – (see Risk CD27b)</p>			AMBER 12/08 GREEN PREDICTIVE 12/09

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD27d	WASTE MANAGEMENT (AD WASTE)		Bringing AD Waste in house, ensuring effective integration, understanding business processes and identification of risks and measures to mitigate going forward	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Legal matters relating to transfer, legal documentation to enact the transfer	Identify any issues with the objective of mitigating these prior to transfer or ways of managing them afterwards.	<p>a) Following a report to Executive on the 29 October 2008 the County Council as sole shareholder decided to bring AD Waste back in-house.</p> <p>Risk: 1, 2, 3, 4 & 5</p> <p>Progress:</p> <ul style="list-style-type: none"> • A project plan is in place. • A project manager has been appointed to lead on the project, coordinate activity and manage progress and issues as they arise. • Regular weekly meetings are being undertaken by a corporate officer project team. • Specialist consultants have been appointed to value assets and liabilities, provide tax advice and specific legal advice. • Consultation with staff commenced in December 2008 and regular meetings with the current AD Waste Management team are taking place. <p>Anticipated Completion: Project completion April 2009, to effect transfer.</p>			#
2	Financial matters relating to transfer, value and liability of transferring assets					RED
3	Operational issues relating to transfer, environmental permits, fleet operator licence,					GREEN
4	Matters relating to human resource issues, TUPE transfer, pension					PREDICTIVE
5	Issues relating to IT and infrastructure aspects.					04/09

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD30	CONTRACTOR FUNCTIONS		Review of all DSO performance in relation to employee structures; rate of return and aspects of competitiveness.	Chief Executive (CE)	TBC	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Single Status issues and impact on incentive pay schemes to be worked through	To ensure that the impact of Single Status is minimised and provides a seamless transition.	Actions a) to e) taken from recommendations identified in the PwC report (reported to Executive January 2009): a) A programme of review of the various activities to be undertaken. Housing maintenance and waste disposal are the first to be considered. Risks: 2 Progress: Contracting Functions is scheduled as a high priority / high complexity review as one of the 36 identified review areas within the programme of Organisational Review Phase II. Completion December 2009.			RED 06/08
2	Responsiveness to Contractor Functions external audit report	To respond to all regulatory reports and in so doing maximise opportunities, efficiencies and effectiveness.	b) Distinct Service Plans should be developed for all contractor functions, setting out plans for efficiency improvements and succinct performance measures. Risks: 2 Progress: Service plans for each contracting unit will be developed by June 2009.			RED 09/08
3	Schedule of rates effectiveness and efficiency of service delivery	To establish effective systems of defining client measurement, and open and transparent performance and financial management reporting.	c) Governance needs attention so that members and chief officers receive specific information on the activity of contracting units. Risks: 2 Progress: Contracting Functions report to be considered by each relevant Scrutiny Committee as part of their Forward Work Programmes. Governance arrangements will be considered within the Phase II Review December 2009.			RED 12/08
4	Value for money assurance	To manage / minimise the impact of central recharges on contractor functions.	d) The basis of recharging central costs requires review to introduce service level arrangements. Risks: 1, 2 Progress: These will be influenced by the outcomes of Single Status and developed as part of the Phase II Review. December 2009.			PREDICTIVE AMBER 06/09

			<p>e) Redesign and relocation of the depots to maximise efficiencies. (See links to CD07 Depot Provision) Risks: 2 Progress: Work in the context of reviewing options is underway and considers fitness for purpose issues and how our depots can adequately support effective service delivery. Anticipated completion: Review only December 2009.</p> <p>f) Single Status issues and impact to be worked through (see CG11) Risks: 1 Progress: The Single Status Action Plan is currently on target for delivery.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CD32	BUSINESS CONTINUITY		Business continuity plans needed within critical service areas to support the continuation of service delivery in the event of a disruptive emergency affecting the internal and external infrastructure within which the authority operates.	Chief Executive (CE)	Risk Manager (VW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Service continuity in case of emergency/disaster occurring	To ensure that services can continue to deliver in key critical areas in the event of a disruptive emergency.	a) Presentation to CMT on Business Continuity Management resulted in high level buy-in. Focused training session to be delivered to set the scene and allow discussion on the critical services/functions, in order for work to start on developing a Business Continuity Plan for the Council. Strategic Plan for the Council will be developed by 01/10. Risks: 1,2,3 Progress; All CMT members analysing key critical services/functions for focused training session. 01/09.			AMBER 06/08
2	Loss of supporting infrastructure	To minimise the effects of a disruptive emergency on the internal/external infrastructure.	b) Further work-streams will drop out of the Strategic Plan and will require aligning to service planning. Work will start to develop Business Continuity service plans when the strategic plan is at a stage to allow this 09/09. Training and workshops sessions will be rolled out to facilitate this. Risks: 1,2,3 Progress: Will start 09/09			RED 09/08
3	Impact on the wellbeing of communities, especially those who are most vulnerable	To protect the most vulnerable in our community through disruptive emergencies	c) Organisational changes and re-allocation of responsibilities will foster a risk culture within the Council Risks:1,2,3 Progress: Organisational change phase II – scoping papers being developed and agreed first changes to take place 03/09-06/09			RED 12/08 GREEN PREDICTIVE 04/11

COUNCIL GOVERNANCE

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG01	CORPORATE PROJECT MANAGEMENT		Effective management and delivery of corporate projects of strategic significance	Chief Executive (CE)	Head of ICT & Customer Services (CG)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Variable approaches to and standards of effective project management	To ensure a consistent approach and methodology is adopted for all projects.	a) The development of a standard methodology for major and minor projects to ensure projects are managed effectively based on scale and risk. Risks – All Progress – standard methodology now in place and used for all ICT projects and also for a selection of service based projects. b) The development of a supporting workflow enabled system to allow managers to monitor and review progress of projects. Risks: 1,2,3 Progress – system developed and implemented, further development required as methodology is refined. c) Consultation with all directorates to ensure methodology meets their needs and identify current practice. Refine methodology to take account examples of best practice. Identify skills/capacity within directorates in relation to project management Risks:1 Progress – series of meetings with Directors scheduled – January - February 2009, version 2 of methodology to be launched June 2009 d) Define criteria to identify significant strategic projects, identification of			RED 06/08
2	Compromise of delivery of council priorities	To ensure all projects are delivered on time, within budget and deliver the anticipated business benefits				AMBER 09/08
3	Loss of confidence in the council	To ensure the success of significant high profile projects.				AMBER 12/08
4	Failure to fully capitalise on external resources available to the council	To improve access to and securing of external funding by demonstrating effective project management.				GREEN PREDICTIVE 12/09

			<p>support, training and capacity requirements and definition of project governance, reporting and accountability arrangements.</p> <p>Risks: All</p> <p>Progress – identifying examples of best practice as member of Welsh Project Management Community of Practice – launch January 2009.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG02	PERFORMANCE MANAGEMENT / BUSINESS PLANNING		Effective business and performance management disciplines as part of service planning management and improvement	Chief Executive (CE)	PPP Manager (KA)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Business planning not adequately supporting council priorities	To ensure the Council's business planning arrangements supports the delivery of council priorities.	<p>a)</p> <ul style="list-style-type: none"> Revise and improve the approach to business planning including: <ul style="list-style-type: none"> clear business planning framework and guidance (phase 1) April 2009 target setting methodology including longer-term aspirational target setting January 2009 revision of risk management strategy December 2009 development of business continuity plans for critical services linked to business planning consideration of social policy objectives in service improvement April 2010 develop approach to improve performance monitoring at all levels April 2010 development of personal objectives linked to performance April 2010 alignment with medium term financial strategy consistent approach to performance reporting through to Executive and Overview and Scrutiny Committees April 2009 <p>Risks : 1, 2, 3, 4</p> <p>Progress: Target setting methodology completed January 2009; revised</p>			AMBER 06/08
2	Variable standards of business planning and service delivery	To ensure the consistency of business planning and performance reporting across the council.				AMBER 09/08
3	Variable standards of performance reporting and management					AMBER 12/08
4	Limited flow of information and intelligence to elected members to					GREEN PREDICTIVE 04/10

	assure performance		<p>approach to performance reporting established; revision of SARC format, accountability and review completed January 2009.</p> <p>b) Implementation of Ffynnon as a management tool to support the business planning process and monitoring including:</p> <ul style="list-style-type: none"> • Phase 1 'Go Live' June 2009 • Development of approach to Phase 2 March 200 <p>Risks: 1, 2, 3, 4 Progress: Phase 1 near completion; basic training of users to be completed in time for Q1 reporting in 2009/10.</p>	
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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG03	STRATEGIC POLICY	Improved use of corporate policy resource to support Executive and Corporate Management Team in their work programme	Chief Executive (CE)	PPP Manager (KA)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Insufficient advice and support for decision-makers	To ensure that the organisation's decisions are informed by relevant and timely information.	<p>a) Adoption of Forward Work Programmes Risks: 1, 2, 3 Progress: Forward Work Programmes have been developed and adopted for Executive and all Overview and Scrutiny Committees. They are reviewed on a regular basis.</p> <p>b) Newly defined roles of Directors under management consolidation Risks: 1, 2, 3 Progress: All new Directors are in post with redefined roles</p>		AMBER 06/08
2	Failure to make best use of corporate capacity	To make efficient and effective use of corporate capacity and resource.			AMBER 09/08

3	Non-alignment of work programmes to national priorities and the work of national bodies (e.g. Welsh Assembly Government, Welsh Local Government Association)	To ensure that the council's work programmes are aligned to the work of national bodies.	<p>c) Redefinition of role of policy and performance unit Risks: 1, 2, 3 Progress: More generic policy support provided to corporate management team. Flintshire Profile launched and monthly Statistical Bulletins produced. Regular 'Policy Update' communication in final draft stage. Work programme review undertaken; further improvements to be identified as one of the phase II organisational redesign projects (project brief drafted).</p>	AMBER 12/08
				GREEN PREDICTIVE 09/09

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG04	RISK MANAGEMENT		Effective corporate systems for risk management and business continuity	Chief Executive (CE)	Risk Manager (VW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Mismatch of corporate risk assessment with business challenges	To ensure that risk assessment and business challenges are aligned and integrated with business planning.	<p>a) The approach to risk assessment has been completely overhauled and contains work-streams that are a fundamental part of an organisational change programme. Risks: 1, 2, 3, 4 Progress: Clear demarcation between operational assessments at service level and strategic assessments at corporate level. Completed March 2008.</p>			AMBER 06/08
2	Limited impact on	To embed business				AMBER

	managing risks which affect business continuity	continuity management into service planning.		09/08
3	Loss of confidence of regulators and the cost/impact of external regulation	To ensure greater synergy between regulators, external/internal audit.	<p>b) The risk assessment informs the Council Plan, the Improvement Plan, the Joint Risk Assessment, the Regulatory Plan, the Community Strategy, the Improvement Agenda and the annual and forward budget process. Risks: 1, 2, 4 Progress: SARC used as defining document for business planning and forward work programme. Completed March 2008.</p> <p>c) Greater integration of external regulation, internal audit and scrutiny work programmes for 2008/09 based on the strategic assessment of risks and challenges. Risks: 3 Progress: Clear change in the approach to ensure that external regulatory work flowing from the assessments is relative and proportionate – taking into account the level of the risk and the mitigating actions to control that risk. Completed March 2008.</p>	AMBER 12/08
4	Alignment of resources and capacities to risks	To align the allocation of resources to high level risks.	<p>d) Further work continuing to align allocation of resources to high level risks. Medium Term Financial Strategy Risk: 4 Progress: Building blocks in place, further work required to align for 10/11 budget. Completion date September 2009.</p> <p>e) Piece of work started to identify high level critical services that would affect service delivery in the event of an emergency. Business Continuity Plan to be developed for the Council and work to embed into service planning will continue. Risk: 2 Progress: Initial presentation to CMT 26th November 2008. Focused training session scheduled 26th January 2009.</p>	GREEN PREDICTIVE 04/10

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review

CG05	ASSET MANAGEMENT		A comprehensive, robust and deliverable asset management plan to achieve maximum efficiency of our property and land assets taking into account, location, age, running cost, efficiency and purpose/community value.	Director of Environment (CL)	Head of Technical Services (NC)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Maintenance of inefficient assets	To minimise the maintenance of inefficient assets.	<p>a) Structured property reviews to consider the effectiveness of the property and land holding. Risks: 1, 2 Progress: A programme of property reviews to support the Corporate Asset Management objectives has been developed and a wide range of service properties are currently being considered. This is effectively a rolling programme with approximately one quarter of all property being reviewed each year. Such reviews will enable informed decisions to be made in relation to future property utilisation, retention, refurbishment or disposal.</p>			AMBER 06/08
2	Backlog of repair and cyclical maintenance work	To reduce the backlog of repair and cyclical maintenance work.	<p>b) Asset Management Plan and supporting policy documents to be undertaken to inform the above. Risks: 1, 2 Progress: This is due for consideration in April 09 and will contain updates on accommodation standards, consideration of available property reviews etc.</p>			AMBER 09/08
			<p>c) School Asset Management Plan to be revised and considered in the wider context of fitness for purpose for both Primary and Secondary Schools. Risks: 1, 2 Progress: Fitness for purpose standard developed for primary schools and will soon be out for consultation. Secondary school fitness for purpose standard is currently being finalised.</p>			AMBER 12/08
					GREEN PREDICTIVE 09/09	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06a	MEDIUM TERM FINANCIAL STRATEGY (STRATEGY)		Overall financial strategy (revenue and capital resources) to deliver Council Services in accordance with agreed plans and priorities (3-4 year cycles)	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Adequacy of resources to meet priorities	To maintain and deliver the strategy to maximise resources available for Council priorities.	a) Progressive delivery of the building blocks is on-going. The building blocks are referred to in CG06b – CG06f. Risks: 1, 2, 3 Progress: Please see CG06b – CG06f			RED 03/08
2	Sustainability of base budget;					AMBER 06/08
3	Efficient and effective use of financial resources					AMBER 09/08
		AMBER 12/08				
				GREEN PREDICTIVE Unable to determine		

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06b	MEDIUM TERM FINANCIAL STRATEGY (REVENUE)		Revenue Budget Strategy to identify 3-4 year forecast of revenue needs and provision	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Short-term revenue forecasting	To move to medium term planning.	<p>a) Implementation of Medium Term Financial Planning. Risks: 1 Progress: Completed - Annual projections now cover 3-4 years.</p> <p>b) Utilisation of indicative settlement values and project beyond where necessary. Risks: 2 Progress: Completed - this process is now in place.</p> <p>c) Proactively oversee in year budget management through continuous challenge to monthly returns and progressive introduction of consistent processes. Risks: 3 Progress: Continuous improvement programme in place for monthly monitoring.</p>			AMBER 06/08
2	Uncertainty over future years available finance	To utilise indicative settlement values and project beyond where necessary.				AMBER 09/08
3	Fluctuation in in-year expenditure	To proactively oversee in year budget management.				AMBER 12/08
4	Adequacy of resources	To proactively oversee the identification of				PREDICTIVE

		efficiencies.	d) Proactively oversee the identification of efficiencies. Risks: 4 Progress: Currently working with directorates to identify and challenge delivery of efficiencies and the use of reserves.	GREEN Unable to determine
5	Management of service pressures in-year post budget setting	To proactively support Mid Year Business Reviews.	e) Proactively support Mid Year Business Reviews through continuous challenge to monthly returns and progressive introduction of consistent processes. Risks: 5 Progress: Mid year review informed 2009/10 budget process. Continuous improvement programme in place for monthly monitoring.	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06c	MEDIUM TERM FINANCIAL STRATEGY (CAPITAL)		Capital Programme Strategy to identify 3-4 term forecast of capital need and provision	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Short-term capital forecasting	To move to a 3 – 4 year plan.	a) Implementations of a 3- 4 year plan. Risks: 1 Progress: Completed 2007/08			AMBER 06/08
2	Uncertainty over future year available capital	To contribute to maximising Capital Receipts possibilities.	b) Contribute to maximising Capital Receipts possibilities. Risks: 2 Progress: Work is on-going with directorates to maximise delivery.			AMBER 09/08
3	Fluctuations in in-year expenditure	To contribute to corporate moves to maximise delivery and	c) Contribute to corporate moves to maximise delivery and minimise slippage.			AMBER 12/08

		minimise slippage.	Risks: 3, 4 Progress: Currently working with directorates (mainly via the Corporate Asset Management Group) to achieve this action.	PREDICTIVE GREEN Unable to determine
4	Adequacy of capital project management			
5	Capitalisation of capital receipts			

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06d	MEDIUM TERM FINANCIAL STRATEGY (EFFICIENCY)		Challenge to generate year on year efficiencies	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Failure to achieve challenging annual efficiency target set nationally	To ensure that local targets are set to reflect national targets.	a) Ensure that local targets are set to reflect national targets. Risks: 1 Progress: Working with Directorates to identify robust and deliverable efficiencies. Also developing processes for capturing efficiency savings for			AMBER 06/08

2	Sustainability of base budgets	To challenge efficiencies and pressures.	<p>corporate use.</p> <p>b) Challenge efficiencies and pressures.</p> <p>Risks: 2 Progress: Currently reviewing coding practices and supporting service allocations.</p>	AMBER 09/08
3	Inflexibility in structures and working practices to adapt to change	To contribute to organisational review and manage the calculation of financial implications.	<p>c) Contribute to organisational review and manage the calculation of financial implications.</p> <p>Risks: 3 Progress: Currently undertaking reviews of the finance function and contributing to the review of other service areas.</p>	AMBER 12/08
				GREEN PREDICTIVE Unable to determine

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG06e	MEDIUM TERM FINANCIAL STRATEGY (PROCUREMENT)	Effective and cost efficient local, regional and national procurement	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08

1	Uncoordinated or uncontrolled procurement leading to wastage in costs of procurement transactions and unit costs of supplies and services	To deliver the objectives in the Procurement Strategy	<p>a) Delivery of the objectives in the procurement strategy:</p> <ul style="list-style-type: none"> • Develop a detailed Action Plan • Identify and deliver with Directorates, efficiency targets • Advise on best practice • Maximise the conversion of non-cashable savings to cashable savings • Proactively contribute to collaborative initiatives <p>Risks: 1, 2, 3 Progress: Procurement Strategy agreed by Executive. Detailed action plan to be considered by the Procurement Board 4th March 2009.</p>	AMBER 06/08	
2	Failure to secure best value for money			AMBER 09/08	
3	Failure to meet efficiency targets			AMBER 12/08	
4	Missed opportunities for local/regional/national procurement collaboration			GREEN PREDICTIVE Unable to determine	

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
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CG06f	MEDIUM TERM FINANCIAL STRATEGY (INCOME, FEES, AND CHARGES)	Maximisation of fees and charges to generate an adequate and sustainable income base according to (i) comparable market rates (ii) affordability and (iii) efficacy of discretionary charging policies	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Realisation of lower than possible income levels	To recommend a Fees and Charging Policy to the Council.	a) Recommend a Fees and Charging Policy Risks: 1, 2 Progress: Draft considerations have been completed. A report is due to be presented to CMT March 2009. Reviews of the potential yield in five areas has been completed, as put in the 2009/10 budget process.		AMBER 06/08
2	Unsustainable service				AMBER 09/08
					AMBER 12/08
					GREEN PREDICTIVE Unable to determine

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG07	FINANCIAL MANAGEMENT AND CONTROL		Maintaining effective control over the Council's financial affairs	Head of Finance (KF)	Assistant Director of Finance – Financial Management (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Inconsistent application of financial regulation and corporate practices	To demonstrably improve Financial Management and Control within all Directorates.	a) Demonstrably improve Financial Management and Control within all Directorates by: Completing a Finance Function review Develop consistent practices and processes Annually review Financial Procedure Rules Lead on Financial Management Training across the organisation Regularly challenge processes Minimise bureaucracy / “cottage industries”, especially in areas of internal trading. Risks: 1, 2, 3 Progress: The Finance Function Review commenced January 2009. Annual review of FRP is in place. Finance are providing training on corporate training courses. Continuous improvement programme in place for monthly monitoring.			AMBER 06/08
2	Potential ineffective use of resources					AMBER 09/08
3	Risk of adverse internal and external audit opinion					AMBER 12/08
						GREEN PREDICTIVE Unable to determine

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG08	INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT STRATEGY)		The Council's ICT Strategy that defines the use of ICT to support the Council and services in delivering their priorities for change and improvement.	Head of ICT & Customer Services (CG)	ICT Management Team (MH,JT,AG)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Adequacy of resources to support and invest in replacement and new technologies	To ensure resources are targeted and prioritised to ensure a modern robust modern ICT infrastructure that is aligned to the Council's priorities.	a) Regular reviews of ICT Business Plan and ICT Strategy to ensure it is aligned with service business plans and organisational priorities Risks: 1, 2, 3, 4 Progress – on-going reviews of business plan, mid year business review completed in November 2009, need to consider directorate MYBR. Full review of ICT Strategy to be completed by June 2009 to and ensure Council priorities, directorate business plans and ICT strategy are aligned accordingly.			AMBER 06/08
2	Failure to meet organisational and customer expectations/needs	To provide systems and access channels that meet the needs/expectations of the organisation and its customers.	b) Ensure customer access particularly electronic access is considered as part of every ICT project and procurement. Risks: 2, 3 Progress – ICT specification revised to include mandatory requirement to provide web services for all customer facing systems – March 2009 Programme of deployment of new web services including licensing, leisure bookings, Council Tax enquiries – June 2009 County Hall reception project to maximise use of ICT for self service, first point resolution etc – June 2009			AMBER 09/08
3	Failure to embrace benefits offered from new technologies	To prioritise projects that bring the maximum benefit to the Council.	c) Engage with suppliers, professional bodies and research organisations organisation to ensure intelligence and R&D in relation to emerging and redundant technologies and develop appropriate upgrade and			AMBER 12/08
4	The withdrawal of third party support for older technologies	To ensure support is maintained for all business critical systems and technologies and where there is a continuity risk that plans for replacement				GREEN 09/09

		<p>are in place.</p>	<p>replacement plans. Risks:3, 4 Progress – all ICT Managers active members of Socitm, Flintshire features as case studies for IBM in terms of deployment of leading edge technologies, strong local network of ICT professionals which identifies opportunities for collaboration in terms of procurement and research & development, consideration being given to subscription to Gartner the world leading ICT research organisation subject to resource availability.</p> <p>d) Benchmarking with other Councils Risks: 2 Progress: Participation in Customer Satisfaction benchmarking exercise with all Welsh Councils in spring, results available in August 2009.</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG09a	INFORMATION MANAGEMENT STRATEGY		The Council's Information Management Strategy defines a consistent approach to the management of information across the Council with supporting actions.	Head of ICT & Customer Services (CG)	ICT Information Manager (CB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Efficient and effective use of information resources	To provide the tools that will enable us to use our information resources more efficiently and effectively.	<p>a) Implementation of an electronic and records management system (EDRMS) that provides us with the tools to use information more efficiently and effectively. Risks: 1, 2, 3, 4 Progress - An EDRMS solution has been purchased and the infrastructure has been installed. Work is now underway on several pilot projects aimed at delivering proof of concept. Once the pilot projects have been completed, the benefits and value of EDRMS will be communicated across the Council and requests from other service areas who wish to integrate with EDRMS will be encouraged, collated and considered. Work will then continue on rolling the software out across the Council.</p> <p>b) Undertaking an information audit across the Council. Risks: 1, 4 Progress - An information audit was conducted across the Council between October 2007 and April 2008. This audit generated over 1000 responses. Responses have been collated, analysed and published via an information asset register available on the intranet called "InfoRoute". Further work needs to be undertaken to ensure that the data gathered from the audit remains accurate and up-to-date.</p>			AMBER 06/08
2	Acting lawfully in relation to the use of information	To provide the appropriate advice and guidance that will help us use our information in a lawful manner.				AMBER 09/08
3	Reliability of information in relation to currency, accuracy and completeness	To improve the quality of our information resources.				AMBER 12/08
4	Knowing what information we have	To find out more about the information resources that we hold.				AMBER 03/09
5	Adequacy of resource to	To ensure that the appropriate level of				GREEN 03/11

	<p>implement information management programme</p>	<p>resources are available for the implementation of the information management programme.</p>	<p>c) The development and implementation of a GIS Strategy that provides a structured and coordinated approach to the future development of GIS in the Council, thereby enabling us to realise and maximise the value of our “location based” information resources. Risks: 1, 3, 4 Progress – Geographical Information Systems (GIS) Strategy written and published during November 2008. Implementation of the Strategy is now underway. Some early projects to have been completed include the widening of access to GIS through the launch of InfoMap (Intranet mapping)</p> <p>d) Integration of our Local Land & Property Gazetteer (LLPG) with our core property address systems. Risks: 1, 3 Progress – About to complete a project integrating the LLPG with our Council tax and benefits System - IBS. Several other integration projects will soon follow including; Electoral Role, Mayrise and Civica.</p> <p>e) The legal framework governing our information is continually monitored and communicated to promote compliance. Risks: 1, 2 Progress - Information on key legislation governing our information, such as the Freedom of Information Act, Data Protection Act, Re-use of Public Sector Information Act etc are all being communicated through our intranet. Awareness raising and training activities have all been undertaken. Information legislation also forms part of the corporate induction process. This work is a continual process.</p> <p>f) Monitor the resources required to implement the information management programme. Risks: 4, 5 Progress – undertake a review of information management strategy by March 2009. A new work schedule will then be developed and the levels of resources required to deliver the programme will be considered accordingly.</p>	
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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG09b	INFORMATION SECURITY, GOVERNANCE AND SHARING	Information security involves protecting information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction. Effective Information Security is vital to any information sharing arrangements.	Head of ICT & Customer Services (CG)	Information Security Manager (AK)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Damage to the Council's reputation through suffering an information security breach.	To ensure that the Information Security Management System adequately protects Council owned information.	<p>a) The appointment of an Information Security Manager and The development of a comprehensive Information Security Management System (ISMS) Risks: All Progress: Information Security Manager appointed September 2008. The Information Security Management System (ISMS) is being developed in line with ISO27001, which is the international standard for information security. This involves performing annual risk assessments on Council information and information systems and selecting the controls from the standard accordingly. The ISMS should be in place by December 2009.</p> <p>b) The awareness raising and training of staff to understand the importance of Information Security and their individual responsibilities. Risks: 1, 2, 3 Progress: Information security is included within the induction pack and induction training day (module b). Further work is needed to develop on-going staff training. Information also published on InfoNet.</p>		AMBER 06/08
2	A confidentiality breach or unauthorised disclosure of information	To ensure that staff are fully aware of their responsibilities in terms of confidentiality and deploy software to limit information leakage.			AMBER 09/08
3	Failure to comply with legal duties and responsibilities	To further develop policies and procedures in line with legal responsibilities.			AMBER 12/08
4	Increased	To ensure that security			GREEN

	partnership working leading to Council owned information	of Council information is not weakened through partnership working.	<p>c) Enhance procedures for the reporting and responding to information security events and weaknesses, so that if there is a security breach it is managed consistently and effectively to minimise the effects.</p>	PREDICTIVE 03/10
5	Home and mobile working	To provide secure solutions for home and mobile working supported by clear and concise policies and procedures.	<p>Risks: 1, 2, 3 Progress: Procedures in place for incident reporting as part of ISMS. Regular quarterly incident report to CMT.</p> <p>d) The introduction of technologies to protect information assets when accessed remotely or taken from the Council on removable media including USB devices and laptops. Risks 1, 2, 3, 5 Progress: Biometric USB devices implemented and associated policy in place. Endpoint security software to be deployed to control the use of removable media and laptop hard drive encryption to be installed to protect information whilst stored on a laptop by June 2009.</p> <p>e) Where partnership working requires Council owned information to be transferred to a third party information sharing protocol or a data processing agreement must be entered into. Where appropriate the information sharing protocols will be developed in line with WASPI. Risks: 3, 4 Progress: Information sharing protocols are co-ordinated via the Lead Officer for Data Protection. All data processing agreements must be authorised by the Information Security Manager, once the security controls for the protection of the information have been agreed.</p> <p>f) The implementation of a secure home and mobile working solution and associated policies. Risks: 1, 2, 3, 5 Progress: A secure remote access solution is in place, which is supported by the Remote Access Policy. The security considerations for home/mobile working will be revisited as flexible working expands.</p>	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG10	HUMAN RESOURCES AND MANAGEMENT		Effective corporate human resources strategy and practice across the Council	Head of Human Resources & Organisational Development (PW)	HR Operations Manager (HS)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			#
1	Critical stage of implementation of human resources strategy ('People Strategy')	To complete all actions listed within the People Strategy Action Plan by the end of the life of the plan.	a) All actions are contained within the People Strategy Action Plan. Risks: 1, 2, 3, 4, 5 Progress: The action plan is on target to be achieved and a new People Strategy is to be developed during Summer 2009.			RED 03/08
2	Reliance on external expertise for strategy delivery	To minimise reliance on external expertise for strategy delivery.	b) Recruitment of a permanent Head of Human Resources & Organisational Development Risks: 2 Progress: Recruitment process underway, post to be filled by Spring 2009			AMBER 09/08
3	Critical stage of HR project	Please refer to the objectives within CG11.	c) Critical HR Projects			AMBER

	implementation (e.g. Single Status)		<ul style="list-style-type: none"> • Single Status – please see CG11 • MASS implemented • Second Tier Officers Review implemented • Phase 1 of HRMIS/Payroll project implemented Risks: 3	12/08
4	Impact on workforce morale	To improve employee engagement and recognition of FCC as an employer of choice		GREEN PREDICTIVE 03/09
5	Performance and business continuity	To provide a modern and efficient HR service to support people management.		

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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG11	TERMS & CONDITIONS OF EMPLOYMENT	Implementation of Single Status/Job Evaluation	Head of Human Resources & Organisational Development (PW)	HR Operations Manager (HS)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)		# RED 03/08
1	Scale of single status/job evaluation and draw on resources	Successful implementation of Single Status agreement with minimal disruption to service delivery.	a) All actions are contained within the Single Status Action Plan (many of which are confidential). Risks: 1, 2, 3, 4, 5 Progress: The Single Status Action Plan is currently on target for delivery		AMBER 06/08
2	Trade union relations	Single Status agreement delivered in full			AMBER

		partnership with the Joint Trade Unions.		09/08
3	Workforce morale	Manage impact of Single Status agreement so as to minimise potential impacts on the workforce.		AMBER 12/08
4	Cost and time in dealing with (i) equal pay grievances (ii) evaluation appeals	Manage Equal Pay issues in line with approved budget.		GREEN PREDICTIVE (unable to determine at present)
5	Cost of consequential pay line and pay protection	Secure Single Status agreement within approved financial budget.		

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG12	COUNTY HALL CAPMUS MANAGEMENT		Management and maintenance of County Hall and complex - liability of structure; energy costs; carbon footprint; infrastructure arrangements e.g. parking	Head of Technical Services (NC)	Corporate Valuer (TB)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Age and condition of County Hall	Improved working environment.	a) Structural appraisal underway to determine structural condition. A condition survey has already been carried out, which will support other studies in			RED 06/08

		Improved customer access Reduced maintenance liability	identifying overall costs and liabilities. Risks: 1, 3 Progress: Structural appraisal in progress. Anticipated completion: Completion of appraisal anticipated March 2009.	
2	Fragmented and complex campus management arrangements	Coordinated one stop approach for campus via one point of contact.	b) Review accommodation needs of campus in context of wider property review; determine future service models to deliver a modern and progressive service to communities. Risks: 1, 3 Progress: This work is linked to CG05 and forms part of an ongoing programme of property reviews.	AMBER 09/08
3	Environmental impacts of aging buildings	Reduced impacts through environmental awareness. Sustainable materials in replacement/renewal supporting Green Dragon.	c) Current arrangements involve multiple contact points in various Directorates leading to wasted time and extended communication, delay and cost. A single point of contact is needed to coordinate all activity. Risks: 2 Progress: Consideration of the requirements has identified the need to engage a manager to deliver this coordinated management approach and be based at County Hall. Job Description to be developed and authorisation to recruit to be sought. Anticipated Completion: July 2009 to recruit.	AMBER 12/08
4	Energy consumption and conservations	Reduced energy consumption and increased cost savings. Contribution to reduction of FCC carbon footprint. Sustainable green energy use.	d) Environmental awareness needs to be raised in staff and increased ownership created through a comprehensive campaign of awareness raising events. Risk: 1, 3, 4 Progress: Environmental champions have been identified to work within the campus and raise awareness of environmental aspects, i.e. energy conservation, recycling, all with the intention of reducing our carbon footprint. Linked to CD01. Anticipated completion: Set up by Feb 2009 with an ongoing plan. e) Environmental champions already referred to, however, we will strive to implement efficient and sustainable systems, controls and heating	GREEN PREDICTIVE 03/10

			<p>installations when needed, which will reduce energy use, cost and contribute to reductions in our carbon footprint.</p> <p>Risk: 4 Progress: Remote monitoring of supplies being fitted to identify power consumption on floors. Feasibility study to be considered in relation to splitting services from campus heating system and providing more cost effective stand alone installations. Anticipated completion: September 2009</p> <p>f) Consideration of own energy generation using photovoltaic to supplement existing supplies to high use areas such as main IT facility. Risk: 4 Progress: Feasibility study to be commissioned to develop further. Anticipated completion: August 2009</p>	
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Ref.	Risk Title	Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
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CG13	CUSTOMER FOCUS		Customer access to information and services and high standards at point of service customer experience	Chief Executive (CE)	Head of ICT & Customer Services (CG)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Variable standards of customer experience.	To ensure consistently good standards of customer experience.	<p>a) Improvements to reception areas at County Hall, Mold and County Offices, Flint. Risks: 1, 2, 3, 4 Progress: The works at Flint are complete. A project team is working on the County Hall Scheme which is scheduled for completion in June 2009.</p> <p>b) Detailed proposals and business case for improved telephone access including: New telephony system to be implemented to support improved customer service and flexible working March 2010 Risks: 1, 2, 4 Progress: Initial proposals for improved telephone access were considered by Executive on 16th September 2008. More detailed work is to be undertaken with the potential to look at improvements alongside the Streetscene proposals. June 2009.</p>			AMBER 06/08
2	Council image and reputation.	To ensure the Council consistently has a high standard of image and reputation.				AMBER 09/08
3	Health and safety.	To minimise Customer and Employee Health and Safety risks within all Council buildings.				AMBER 12/08
4	Duplication of roles and inefficient use of staff resources and accommodation.	To maximise efficiencies in the use of staff resources and accommodation.	<p>c) A web usage campaign to increase use of website and reduce face to face and telephone access, and so delivering efficiency gains (aligned to national Web Project funded by WAG) and launch of new Flintshire website. Actions include: - Analyse SOCITM 'Better Connected' survey March 2009 - Promote use of new website - Participate in SOCITM web take-up service January 2009 – December 2011 - Benchmark results to identify further improvements Risks: 1, 2, 4</p>			GREEN PREDICTIVE 03/10

			<p>Progress: A new Flintshire website has been launched which is supported by the Web Development Strategy with endorsement from Executive to a web take up campaign. A target of 2013 has been set to make the website the most popular access channel.</p> <p>d) Development of comprehensive Customer Services Strategy including:</p> <ul style="list-style-type: none"> - Member workshop - Strategy to be published by September 2009 <p>Risks: 1, 2, 3</p> <p>Progress: Workshop scheduled for 26 January 2009</p>	
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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG14	CODE OF CORPORATE GOVERNANCE		Effective corporate governance according to the standards of the revised CIPFA/SOLACE code of corporate governance	Head of Legal & Democratic Services (BD)	Not Applicable	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Effective decision making	To ensure that Members and Officers are clear about their respective roles and responsibilities	a) <ul style="list-style-type: none"> Review of Delegation Scheme underway – May 2009 Description of roles of Executive Members in Portfolios – May 2009 Clarity of roles set out in the Constitution – Completed Risks: 1			AMBER 06/08 AMBER 09/08 AMBER 12/08
2	Standards	To ensure that the Council's Standing Orders and Procedure Rules are up to date and used	b) <ul style="list-style-type: none"> Contract and Financial Procedure Rules revised - Completed Audit procedures recognised through training – on going Induction training of members May – June 2009 and new officers on a regular basis one session per month PASS (Electronic Procurement Advisory System) in place and being revised – March 2009 Risks: 2			GREEN PREDICTIVE 09/09
3	Collaborative	To ensure that the governance arrangements with our	c)			

	Working	partners are robust and enable feedback at the appropriate level	<ul style="list-style-type: none"> Partnership guidance document produced - Completed Constitutions and Terms of Reference in place for TAITH and North Wales Residual Treatment Project – Completed Progress on LSB arrangements – Refer to CL02 Partnership presentations at County Council take place regularly through year 	
4	Forward Planning	<ul style="list-style-type: none"> To optimise the value that Overview & Scrutiny can add to the development of policy whilst preserving the ability to challenge appropriately To ensure that the Council’s work takes full account of developments within its partner organisations To enhance the opportunities provided by the Committee Administration system 	<p>Risks: 3</p> <p>d)</p> <ul style="list-style-type: none"> Review of Overview & Scrutiny to be undertaken including proposals for the realignment of committees to match the organisational design – May 2009 Consideration of the integration of the Overview & Scrutiny support function with Committee Administration – Review end June 2009, Enhance the use of the Forward Work Programme for Executive and Committees – May 2009 Encourage electronic access to agendas and reports by Members and Officers May 2009 <p>Risks: 4</p>	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG16	MANAGEMENT CHANGE, ORGANISATIONAL INSTABILITY AND SUCCESSION PLANNING		Ensuring business continuity through a period of structural and organisational change	Chief Executive (CE)	Head of H.R and Organisational Development (PW)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Uncertainties of organisational transition	To develop and follow a business case for sustained organisational change and design.	a) Development and implementation of business case for organisational change and re-design. Risks: 1, 2, 3 Progress: Completed September 2007 to March 2008 b) Development and implementation of a new organisational structure including appointment of Directors. Risks: 1, 2, 3 Progress: Completed December 2008 (with minor exceptions) c) Implementation of transitional management arrangements (interim, acting, senior management cover arrangements) in the absence of permanent Directors and Heads of Service. Risks: 1, 2, 3 Progress: Maintained throughout transition period d) Completion of outstanding pay and grading review of the second tier to enable settlement/recruitment of personnel within third tier. Risks: 2, 3 Progress: Approved December 2008; in late implementation stages.			RED 06/08
2	Impact on service continuity	To form a small number of coherent and unified Directorates to deliver local public services.				AMBER 09/08
3	Diversion/loss of experience and expertise	To protect service continuity and performance during a period of transition.				12/08
4	Ability to manage succession planning to ensure sufficient expertise, experience and capacity exists to meet the changing needs of the	To protect and deliver management and professional expertise to support service continuity and performance and to recruit successfully to vacant posts and thereby eliminating				GREEN PREDICTIVE 06/09

	organisation	interim/temporary managerial arrangements.	<p>e) Revitalisation /re-introduction of appraisal and supervision arrangements for HR management plans. Risks: 2, 3, 4 Progress: Under implementation.</p>	
		To invest in management development, appraisal and supervision, both current and potential, to ensure service continuity.	<p>f) Development of a management and talent management procedure. Risks: 3, 4 Progress: Under development for late 2009 launch.</p>	

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Ref.	Risk Title		Risk Description	Primary Lead	Secondary Lead	Quarterly Risk Review
CG17	HEALTH AND SAFETY STRATEGY AND MANAGEMENT		Effective corporate health and safety management strategy and practice across the Council	Chief Executive (CE)	Occupational Health Physician (PJO)	
	Risks	Objectives	Actions and Progress Statement (to mitigate the likelihood of the risk)			# RED 03/08
1	Moral - Loss of life or limb, or serious injury	To prevent loss of life or limb, or serious injury whilst at work.	a) Develop and adopt a Corporate Occupational Health & Safety Management System by April 2009 to include: <ul style="list-style-type: none"> • Corporate Health & Safety Policy • Clearly defined roles and responsibilities in relation to health & safety • Corporate Procedures • Corporate Forms • Monitoring, measuring and non-compliance procedures/processes Risks: All Progress: First draft of Occupational Health & Safety Management System completed January 2009. Occupational Health & Safety Management System: Training and awareness programme to be developed and approved April 2009.			AMBER 06/08
2	Serious or chronic ill-health	To prevent serious or chronic occupational ill-health.				AMBER 09/08
3	Legal - Potential for corporate manslaughter charges against the Authority	To comply with all health & safety legislation and in so doing prevent any financial consequence.				AMBER 12/08
4	Potential for other H&S legislative charges against Authority and its officers					GREEN PREDICTIVE 04/10
5	Potential significant fines against the Authority and its officers.					
	Financial -		b) Implementing a consistent approach to Corporate Health & Safety Training. Risks: All Progress: First draft of Corporate Health & Safety Training Matrix completed January 2009. Directorate resource implications to be considered as part of the approval process.			

	Significant fines		
6	Civil claims and resulting increases in insurance premia		