

ISLE OF ANGLESEY COUNTY COUNCIL		
Report to:	Governance and Audit Committee	
Date:	7 December 2023	
Subject:	Strategic Risk Register Update	
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Nature and Reason for Reporting: Audit committees are an important source of assurance about an organisation's arrangements for managing risk and the Committee's terms of reference require the Committee to oversee the Council's risk management policy and its implementation in practice. This report updates the Committee with the amendments to the strategic risk register since it was last presented to this Committee in February 2023.		

1. INTRODUCTION

- 1.1. The Council's risk management policy identifies the Governance and Audit Committee as having responsibility for reviewing the appropriateness of the risk management and assurance processes that are in place.
- 1.2. The Committee's terms of reference also provide it with responsibilities to seek assurance over risk management arrangements. In particular, it has a responsibility to oversee the Council's risk management policy and strategy, and their implementation in practice. This report updates the Committee with the amendments to the strategic risk register since it was last presented to this Committee in February 2023.

2. RECOMMENDATION

- 2.1. That the Governance and Audit Committee considers the amendments made to the strategic risk register and takes assurance that the Leadership Team has recognised and is managing the risks to the achievement of the Council's priorities.



Strategic Risk Register Update

December 2023

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Introduction

1. The Council's risk management policy identifies the Governance and Audit Committee as having responsibility for reviewing the appropriateness of the risk management and assurance processes in place.
2. The Committee's terms of reference also provide it with responsibilities to seek assurance over risk management arrangements. In particular, it has a responsibility to oversee the Council's risk management policy and strategy, and their implementation in practice.
3. In February 2023, a report on the strategic risk register was presented to this Committee and this report updates the Committee with the amendments to the strategic risk register since that report.

Strategic Risk Register

4. The purpose of the Strategic Risk Register is to record the risks that may affect the Council's ability to carry out the Council's Plan, setting out what measures are already in place to manage those risks and what other actions are underway to reduce the possibility of those risks occurring or the impact they are likely to have should they occur.
5. With the new Council Plan in place, the Leadership Team undertook a review of the strategic risk register as a whole in July 2023, to ensure that the strategic risk register provided an accurate reflection of the risks to the Council's strategic objectives.
6. In the same period, the system holding the risk registers (4risk) was upgraded. Among the improvements is the ability to identify what is likely to cause each risk to occur together with the effect if they happened to be identified separately, and fields to capture more detail. There is also a change to the method the risks are scored to numeric only, with the highest risk now being 25 rather than A1.

[Appendix A](#) provides a summary of the strategic risks (heat map), detailing the number of inherent and residual risks.

[Appendix B](#) provides the risk assessment matrix that explains the basis of how the risk scores included in the risk register are reached.

[Appendix C](#) provides the detailed strategic risk register.

7. For ease of reference, the following terms are described as:
 - **Risk:** the effect of uncertainty on change
 - **Risk Management:** coordinated activities to direct and control an organisation with regards to risk
 - **Inherent risk:** the worst-case scenario where there are no effective controls in place or those that are all failing.
 - **Residual risk:** the current situation
 - **Target risk:** the forecasted situation once all the actions identified have been completed.

Changes to the Strategic Risks

8. Since the strategic risk register was last submitted to this Committee, the definition of the following risks has changed. The table below sets out the original definition, the new definition, and reason for the change.

Risk Ref.	Original Definition	New Definition	Reason
YM1	The risk that a real reduction in Council funding would lead to a reduction in statutory services, priorities not being delivered, and increasing staffing pressures	The risk that a real term reduction in Council funding will lead to a reduction in statutory services	Recognition that "priorities not being achieved and increasing staffing pressures" are impacts.
YM5	The risk that the Island's schools are not suitable to meet the future educational challenges and that this affects standards	The risk of failing to implement national changes to the education system and meet the educational challenges of the future	The original risk suggested that the risk referred to school buildings, rather than the education provided.
YM7	The risk that a change beyond the Council's control affects the Council's ability to deliver effective and affordable services	The risk that the Council is not resilient enough to be able to provide services in light of external changes	The risk is the Council's ability to respond to the external factors rather than the external factors themselves.
YM8	The risk that the tendency for younger people to leave while older people move to the island continues or accelerates, affecting the Council's ability to provide suitable services and the bilingualism of communities	The risk that a change in the Island's demography affects the Council's ability to provide suitable services and the bilingualism of communities	Recognition that other factors can affect the demographics of the Island.
YM13	The risk that the Council cannot adapt to become a carbon neutral Authority by 2030	The risk that climate change affects the Island and that the Council is not a net zero organisation by 2030	Recognition that the effects of climate change are likely to impact service delivery
YM14	The risk that the Island's physical assets (e.g., buildings, roads, IT network) will not be fit for purpose, or meet the needs of residents, businesses, and visitors	The risk that the Council's physical assets will not be suitable or meet the future needs of residents, businesses, and visitors	Recognition that the risk to the Council are the Council's assets and not all the Island's assets.

9. In addition, risk YM4: *The risk that a cyber-attack has a significant impact on the Council's ability to provide front-line and support services and results in a significant fine from the Information Commissioner* was closed and included as part of YM3: *The risk of IT failure significantly disrupting service delivery*. This is because a cyber-attack is seen as one thing that can cause IT to fail.
10. Two new risks have been added to the strategic risk register, namely YM15: *The risk that the Council's core collaborative working and partnership arrangements are not robust enough or that they break down*, and YM16: *The risk that there a lack of resources to update business processes affects the Council's ability to modernise*, due to the obvious focus on collaborative working and modernisation in the Council's Plan.
11. In terms of the level of risks, there is only one change, and that is to YM1 risk: *The risk that a real term reduction in Council funding will lead to a reduction in statutory services*. Due to the economic situation and the financial challenges facing the public sector, the probability of risk has increased from 4 – "Likely" to 5 - "Almost Certain" at both an inherent and residual level.

Top Strategic Risks

12. The Leadership Team has identified the top (red/critical) residual strategic risks as:

- YM1: The risk that a real reduction in Council funding would lead to a reduction in statutory services (20)
- YM2: The risk that the Council is unable to recruit, retain and develop suitable staff, or that the staffing structure is not suitable to provide efficient and effective services (16)
- YM3: The risk of IT failure significantly disrupting service delivery (16)
- YM5: The risk of failing to implement national changes to the education system and meet the educational challenges of the future (16)
- YM9: The risk of a lack of suitable housing that local residents can afford in their communities (20)
- YM11: The risk that an increase in poverty increases demand on Council services (20)
- YM14: The risk that the Council's physical assets will not be suitable or meet the future needs of residents, businesses, and visitors (16)

Appendix A – Summary of Risks (Heat Map)

Inherent Risk Rating

Almost Certain	A			1	5	3
Likely	B				3	1
Possible	C					1
Unlikely	D					
Rare	E					
		5	4	3	2	1
		Insignificant	Minor	Moderate	Major	Catastrophic

Residual Risk Rating

Almost Certain	A				3	
Likely	B			3	4	
Possible	C			2	1	
Unlikely	D				1	
Rare	E					
		5	4	3	2	1
		Insignificant	Minor	Moderate	Major	Catastrophic

Appendix B – Risk Assessment Matrix

LIKELIHOOD	Within the next 3 months	Almost Certain	5					
	Within the next 12 months	Likely	4					
	Within the next 2 years	Possible	3					
	Within the next 5 years	Unlikely	2					
	Not within the next 25 years	Rare	1					
MINOR		MODERATE		1	2	3	4	5
MAJOR		CRITICAL		Insignificant	Minor	Moderate	Major	Catastrophic
Objectives				Minor delay in achieving objectives	Reduction in scope or quality of a secondary objective	Reduction in scope or quality of a primary objective or achievement of a secondary objective is significantly delayed	Achievement of a primary objective is significantly delayed, or a secondary objective cannot be met	A primary objective cannot be met
Reputation				Public concern restricted to local complaints	Minor adverse local / public / media attention and complaints	Serious adverse local or minor adverse regional or national media attention	Serious negative regional or national criticism	Prolonged regional and national condemnation
Financial Cost				<£100k	£100k - £500k	£500k - £2m	£2m - £5m	>£5m
Health & Safety				Near miss or minor injury not requiring any professional medical treatment	Minor injury requiring professional medical treatment	Serious injury	Life changing injury	Fatality
Safeguarding				No safeguarding impact	Isolated non-compliance with procedures	Continued non-compliance with procedures	Isolated safeguarding incident	Multiple and related safeguarding incidents
Regulation				No regulatory impact	Reportable incident to regulator, follow up not required	Report of a breach to regulator that requires immediate correction	Prosecution by regulator leading to fines or intervention that requires a project to rectify the situation	Prosecution by regulators that results in significant fines and/or large-scale intervention
Environmental				Minor short-term effect	Short term effect that requires little resources to resolve	Short term effect that requires significant resources to resolve	Serious short-term effect or some long-term effect	Serious and long-term effect
IMPACT								

Appendix C – Strategic Risk Register

See attachment.

Appendix C: Strategic Risk Register



Ref	Risk	Inherent (Impact x Likelihood)	Controls	Residual (Impact x Likelihood)	Actions			Target (Impact x Likelihood)
					Action	Owner	By	
YM0001	<p>Risk: The risk that a real term reduction in Council funding will lead to a reduction in statutory services</p> <p>Cause: Inflation rates rise. Settlement from WG below inflation. Wages rise higher than expected. Energy costs rise higher than expected. Grants are cut or expire. Income reduces.</p> <p>Impact: Priorities not being fulfilled. Investments not being made. Increased staffing pressures. Council's financial position weakened. Services cut - provision and quality. Laying off staff or freezing vacant posts. Cannot modernise.</p> <p>Risk Owner: Marc Jones</p>	Critical (5:5=25)	<p>Balances of over 5% of the annual budget held in reserve.</p> <p>Working with WLGA to ensure stakeholders are aware of the threats to services.</p> <p>As part of the 2022/23 budget an indicative budget for 2023/24 and 2024/25 was also set and this will help in terms of planning ahead.</p> <p>Processes to monitor budgets in place and identify soon of the need to make savings or plan for a reduction in services.</p> <p>MTFP – updated for 24/25 and 25/26 and reported to Members as part of the 23/24 budget setting process.</p>	Critical (4:5=20)	<p>Meet with all Members to discuss the financial situation and savings proposals.</p> <p>Review statutory provision.</p>	Marc Jones Marc Jones	30 Nov 2023 31 Mar 2024	Critical (4:4=16)
YM0002	<p>Risk: The risk that the Council is unable to recruit, retain and develop suitable staff, or that the staffing structure is not suitable.</p> <p>Cause: Wages. Geographical location. Language requirements. Jobs requiring specialist skills. Interest in some work areas is low. Individuals reaching retirement age or looking to retire early.</p> <p>Impact: Additional costs. Complaints. Service not delivered or to a lower standard. Impact on priorities. Adverse impact on staff well-being. More sickness absence. Dismissals. Singular point of failure. A less efficient workforce.</p> <p>Risk Owner: Dylan Williams</p>	Critical (4:5=20)	<p>Procedures established in terms of recruitment that are part of the HR unit's normal business.</p> <p>Initial staffing risks of Services have been identified.</p> <p>Wellbeing and mental health support available for those individuals who need support.</p> <p>Working with colleges / further education locally to develop and boost the Care workforce.</p> <p>Programmes to develop managers across the Council.</p> <p>Initiatives to attract new employees to the Council e.g., Professional Trainee</p> <p>There is a consistent and proactive approach to workforce planning at corporate and service level.</p> <p>Flexible working arrangements</p>	Critical (4:4=16)	<p>Extend the work being done with colleges / further education locally in the care sector to other areas.</p>	Carys Edwards	31 Aug 2024	

Ref	Risk	Inherent (Impact x Likelihood)	Controls	Residual (Impact x Likelihood)	Actions			Target (Impact x Likelihood)
					Action	Owner	By	
YM0007	<p>Risk: The risk that the Council is not resilient enough to be able to provide services in light of external changes</p> <p>Cause: Pandemic. Inflation. Brexit. Cost of living crisis. War. Economic factors. Political factors. Extreme weather. Bridges close. Supply chain problems. Animal health crisis. Environmental crisis.</p> <p>Impact: Higher costs. Delay. More complaints. Statutory duties not performed. Displacement of staff. Additional duties without assurance of additional resources. Difference between demand for and ability to provide a service.</p> <p>Risk Owner: Rhys Hughes</p>	Critical (4:4=16)	<p>Follow instructions set to the public sectors in terms of budget management.</p> <p>Procurement and contract monitoring processes in place</p> <p>Budgets set and tightly managed to secure reserves to deal with an emergency.</p> <p>Monitoring what is happening in relevant sectors of the economy (e.g., construction) and a process established to escalate concerns promptly.</p> <p>Working with WG and the UK Government</p> <p>Business continuity plans and emergency arrangements in place</p> <p>Performance is monitored.</p> <p>Council structures work efficiently and adapt flexibly in an emergency.</p> <p>Stable political and strategic leadership position</p>	Major (3:4=12)	Ensure that there is a procedure to undertake annual risk horizon scanning assessment.	Julie Jones	31 Dec 2023	Major (3:4=12)
YM0008	<p>Risk: The risk that a change in the Island's demography affects the Council's ability to provide suitable services and the bilingualism of communities</p> <p>Cause: Young people moving from the Island Older people move to the Island. Work opportunities and wages Housing prices and availability People moving to the Island due to available provision. Immigration</p> <p>Impact: Reduced demand for school places Increased demand for care Impact on number speaking Welsh. Local workforce reduced in number. Impact on the Council's ability to generate income.</p> <p>Risk Owner: Dylan Williams</p>	Major (3:5=15)	<p>Council Trainee Programme gives local people the opportunity to develop skills and apply in work areas that are vital to the provision of Council services.</p> <p>UC statistics and unemployment are monitored.</p> <p>HR promotes work opportunities with the Council within schools, colleges, and the health board.</p> <p>Continuous work reviewing demand for care (adults)</p> <p>Local data from the last national census analysed and used in the formulation of the Council's Plan and other strategic plans.</p> <p>Modernising Learning Communities and Developing the Welsh Language Strategy adopted.</p> <p>Economic Development work programme promoting the Island and creating work / business opportunities for young people.</p> <p>Collaborative work with other organisations to try to develop the economy of North Wales</p>	Major (3:4=12)	<p>Review the impact the Council tax premium has.</p> <p>Try to influence the economy to create work opportunities that are attractive to young people.</p> <p>Develop how the Council collects and analyses data, and the use of data as a basis for decision making.</p>	Marc Jones Christian Branch Dylan Williams	31 Dec 2023 31 Mar 2027 31 Dec 2024	Major (3:4=12)

Ref	Risk	Inherent (Impact x Likelihood)	Controls	Residual (Impact x Likelihood)	Actions			Target (Impact x Likelihood)
					Action	Owner	By	
YM0009	<p>Risk: The risk of a lack of suitable housing that local residents can afford in their communities</p> <p>Cause: House prices and rents Size of housing stock Condition of housing stock. Change in the size of the population. Cost of building houses</p> <p>Impact: People leaving their communities and the impact of that on the local economy, their family, and the Welsh language More second homes that are empty for a percentage of the year. Increased demand for Council housing (social) More homelessness Change in local demographics and the impact of this on demand for public services.</p> <p>Risk Owner: Marc Jones</p>	Critical (4:5=20)	Continuous work reviewing demand for care (adults)	Critical (4:5=20)	Conduct an analysis of the local housing market.	Ned Michael	31 Mar 2024	Critical (4:5=20)
			IOACC and other councils lobbied WG to intervene in housing market and WG responded by giving Councils new powers. DHP funding used to try to prevent homelessness.		Agree a strategy of the Council's use of the additional powers WG has announced in relation to the housing market.	Christian Branch	31 Mar 2024	
			New Social Housing HRA being developed.		Prepare the Housing Strategy for 2025 onwards.	Ned Michael	31 Dec 2023	
			The Council and other housing organisations are working with local builders to increase the social housing stock.		Complete and implement the Housing Strategy	Ned Michael	31 Mar 2025	
			Second homes premium raised to 75% for 2023/2024 and generates around £1.5m of income to fund projects that will help local residents get a house. Council Tax premium on second houses to try to reduce the number of second homes.		Deliver the Executive Committee's intention to increase the premium gradually and to 100% by 2024 and ensure that bulk of the extra income is used to fund schemes to help local people buy own homes and promote the local economy.	Marc Jones	31 Mar 2024	
					Implement plans to build affordable housing and shared equity.	Ned Michael	31 Mar 2030	
					Review the impact that the Council tax premium has.	Marc Jones	31 Dec 2023	
					Present the output of the local housing market analysis to WG to try to influence policies relating to intervention in the housing / second home market.	Dylan Williams	31 Mar 2024	
YM0010	<p>Risk: The risk that a serious safeguarding error results in or contributes to serious harm to the vulnerable individuals the Council is responsible for</p> <p>Cause: Social Workers workload Experience and qualifications of social workers. Monitoring arrangements. Co-working arrangements between agencies Experience and qualification of school, youth, and early years staff. Unstable workforce</p> <p>Impact: Individuals suffer. Death of an individual. Impact on staff health and wellbeing. Reputational damage. Trust in the Council is lost. Legal proceedings and/or claim for damages.</p> <p>Risk Owner: Fôn Roberts</p>	Critical (5:4=20)	Practice Quality Frameworks in place which include the role of the Independent Safeguarding and Review officers. Supervision of staff	Major (4:2=8)	Ensure that a suitable budget and resources continue to maintain the level of service and keep up with the increasing demand on Social Services	Fon Roberts	29 Feb 2024	Major (4:2=8)
			Procedure to support staff dealing with challenging / traumatic individuals or situations. Multi-agency working Regular reporting to the Safeguarding Board and Regional Board Comply with relevant national, regional, and local procedures. Staff training Workforce Strategy in place External review by CIW Action Plan in a place that is under regular review.		Review statutory provision.	Marc Jones	31 Mar 2024	

Ref	Risk	Inherent (Impact x Likelihood)	Controls	Residual (Impact x Likelihood)	Actions			Target (Impact x Likelihood)
					Action	Owner	By	
YM0011	<p>Risk: The risk that increasing poverty increases demand on Council services</p> <p>Cause: Unemployment Low wages Dependency on benefits Increasing cost of living Cost of housing and rent increasing.</p> <p>Impact: Pressures on services and on finances (including the Council's ability to collect income) Increased homelessness More children in care More suffering mental health issues Debts rising (individuals and payable to the Council) Increased demand for financial help Increase in anti-social behaviour.</p> <p>Risk Owner: Fôn Roberts</p>	Critical (4:5=20)	<p>Monitor statistics and report them to the Strategic Preventive Board (Steering group)</p> <p>Work with other agencies to support individuals who need additional support.</p> <p>Council financial inclusion officers and service level agreements in place with CAB and JE O'Toole to offer support to individuals and families.</p> <p>Project Manager for Poverty appointed and operational.</p> <p>Strategic Preventive Board and Executive Preventive Board established to lead on prevention.</p> <p>Providing free lunch to primary school children from September 2022</p> <p>Community arrangements in place that creates community resilience rather than turning to council for support.</p> <p>A programme of community work in place to support individuals.</p> <p>The Council supports and promotes the Food Banks and Community Freezers that have been established.</p>	Critical (4:5=20)	Apply for any grants that are offered to support community projects (e.g., food banks)	Alun Roberts	31 Mar 2024	Critical (4:4=16)
YM0012	<p>Risk: The risk that the Council's corporate safeguarding arrangements are found to fall short of expectation and requirements, and consequently fail to protect the public</p> <p>Cause: Lack of understanding of the requirements / expectations. Lack of resources. A belief that safeguarding issues are not relevant locally.</p> <p>Impact: Harm to individuals. Reputational damage. Confidence in the Council is lost. Deaths.</p> <p>Risk Owner: Rhys Hughes</p>	Critical (4:4=16)	<p>Relevant processes, procedures and systems in place that reflect current legislation, statutory guidance and expectations and accepted best practice so that officers are clear about what must or can be done in certain circumstances and define the limits of professional discretion.</p> <p>Governance arrangements that provide senior level reporting, policies, and procedures within the organisation</p> <p>Committed to the Welsh Government's code on Ethical Employment in Supply Chains</p> <p>A training framework that provides a corporate approach to ensuring a workforce that is aware of key areas of safeguarding/exploitation/abuse: and through safeguarding training at a level commensurate with their roles and responsibilities.</p> <p>A framework of policies and procedures to ensure a fully recruited and managed workforce that complies with statutory requirements - Anglesey County Council's recruitment and selection policy, DBS policy and safer recruitment policy.</p> <p>Corporate Safeguarding Action Plan, which focuses on authority wide implementation, and key areas where the corporate safeguarding board should keep an overview.</p>	Moderate (3:3=9)	Coordinate arrangements to ensure that the Council implements the requirements of Martyn's Law.	Susan Jones	31 Dec 2024	Moderate (3:3=9)

Ref	Risk	Inherent (Impact x Likelihood)	Controls	Residual (Impact x Likelihood)	Actions			Target (Impact x Likelihood)
					Action	Owner	By	
YM0013	<p>Risk: The risk that climate change affects the Island and that the Council is not a net zero organisation by 2030</p> <p>Cause: Extreme weather. Land erosion. Lack of resources - staff and funding. Lack of understanding. Suppliers not developing / taking action fast enough to allow the Council to act.</p> <p>Impact: Impact on the health and wellbeing of local residents. Council cannot access grants and other budgets. Higher costs. Adverse impact on the environment. Reputational damage.</p> <p>Risk Owner: Rhys Hughes</p>	Critical (4:4=16)	<p>Capacity created to lead on climate change.</p> <p>Working collaboratively nationally and regionally to learn from others.</p> <p>Percentage of the Council's vehicle fleet are electric cars.</p> <p>Work has been carried out on a range of buildings to make them more energy efficient (including solar panels)</p> <p>A climate change emergency has been declared.</p> <p>3-year plan towards Net Zero approved along with an annual action plan.</p> <p>A health review for climate change has been conducted.</p> <p>Tree planting and countryside management activities continue through relevant services.</p> <p>Reporting annually on carbon emissions to Welsh Government</p> <p>Dashboard of carbon emissions data developed.</p>	Major (4:3=12)	<p>Implement the Climate Change Plan</p> <p>Escalate any delays on work by SPEN.</p>	<p>Rhys Williams</p> <p>Rhys Williams</p>	<p>31 Mar 2030</p> <p>31 Dec 2023</p>	Major (4:3=12)
YM0014	<p>Risk: The risk that the Council's physical assets will not be suitable or meet the future needs of residents, businesses, and visitors</p> <p>Cause: Age of assets. Lack of investment. Damage to the asset - weather, intentional, accidental. Public expectations. Asset condition surveys identify vulnerabilities.</p> <p>Impact: The need to invest increases as assets decline. Failure to provide service if assets are unsuitable. More complaints. Reputational damage. Economic impact. Impact on residents. A need for the Council to support individuals and businesses.</p> <p>Risk Owner: Rhys Hughes</p>	Critical (5:5=25)	<p>Schools Transformation team in place</p> <p>Capital work.</p> <p>Capital plan.</p> <p>Specialisation in buildings, roads and health and safety fields to prioritise spending.</p> <p>Constant searches for opportunities to attract grant funding and maximize those grants to improve our assets.</p> <p>Modernising Learning Communities and Developing the Welsh Language Strategy adopted.</p> <p>Property staffing structure strengthened.</p>	Critical (4:4=16)	<p>Complete the extension at Ysgol Y Graig</p> <p>Prepare a new Capital Plan that has been aligned to the Council's Plan 2023-2028</p> <p>Prepare and gain approval for the Asset Management Plan</p> <p>Encourage services to search and seek out capital grants to complement the Council's capital funding.</p> <p>Prepare and gain approval for a Highways Asset Management Plan</p> <p>Continually press other organisations (e.g., WG) to maintain the assets they are responsible for, but which impact on the Council and its residents.</p> <p>Seek assurances that the capital needs of services have been identified in service risk registers.</p> <p>Provide training to officers on how to use grant money efficiently.</p> <p>Create and implement a response plan to RAAC.</p> <p>Escalate any delays on work by SPEN.</p>	<p>Gareth Thomas</p> <p>Susan Jones</p> <p>Huw Percy</p> <p>Marc Jones</p> <p>Huw Percy</p> <p>Dylan Williams</p> <p>Julie Jones</p> <p>Hyfforddiant</p> <p>Meilir Hughes</p> <p>Rhys Williams</p>	<p>31 Aug 2024</p> <p>31 Mar 2024</p> <p>31 Mar 2024</p> <p>31 Mar 2024</p> <p>31 Dec 2023</p> <p>31 Dec 2025</p> <p>31 Dec 2023</p> <p>31 Mar 2024</p> <p>31 Dec 2023</p> <p>31 Dec 2023</p>	Critical (4:4=16)

Ref	Risk	Inherent (Impact x Likelihood)	Controls	Residual (Impact x Likelihood)	Actions			Target (Impact x Likelihood)
					Action	Owner	By	
YM0015	<p>Risk: The risk that the Council's core collaborative working, and partnership arrangements are not robust enough or that they break down Lack of contracts</p> <p>Cause: Contracts are unclear Lack of scrutiny of the partnership's work Partners have different agendas and priorities. Disagreement on the level of funding required and ability of partners to fund the work of the partnership. Conflict of interest</p> <p>Impact: Services not provided or reduced. Quality of services decreases. Liabilities fall on the Council. Public receive a less efficient service. Costs of providing services rise. More resources needed to deliver services. Duplication of work (e.g., by the Council and another organisation). Reputational damage.</p> <p>Risk Owner: Dylan Williams</p>	Critical (5:3=15)	<p>Professional networking</p> <p>Working with other organisations on Friendly Age Island</p> <p>Part of the North Wales Economic Ambition Board</p> <p>Energy Island Programme Work</p> <p>Mindful of Trauma work</p> <p>Place Shaping work</p> <p>Work with other public organisations</p> <p>Initial cooperation agreement in place relating to the free port.</p>	Moderate (3:3=9)	Review the governance of core partnerships.	Julie Jones	31 Mar 2025	Moderate (3:2=6)
YM0016	<p>Risk: The risk that there a lack of resources to update business processes affects the Council's ability to modernise</p> <p>Cause: Lack of financial investment in systems Requirements change over time. Legal / regulatory requirements change. Time and resources (people and finance) to change. Attitude towards change</p> <p>Impact: Compliance failure Less effective and efficient work streams Data and information not available Customer's needs not being met. Customer experience Reputational damage</p> <p>Risk Owner: Dylan Williams</p>	Critical (4:5=20)	Templates and content of business continuity plans reviewed.	Major (3:4=12)	Develop how the Council collects and analyses data, and the use of data as a basis for decision making.	Dylan Williams	31 Dec 2024	Moderate (3:3=9)
					Establish a corporate IT strategy.	Julie Jones	31 Mar 2024	
					Conduct an external review of the Council's procurement arrangements	Marc Jones	30 Sep 2023	
					Integrate systems as much as possible.	Julie Jones	31 Mar 2025	