



# Cardiff Council

## Risk Management Essentials



Gweithio dros Gaerdydd, gweithio gyda'n gilydd  
Working for Cardiff, working together



# What is Risk Management?

Risk management is the process we follow to identify and control the factors that could affect our success.



## How do we apply Risk Management?

Risk management needs to be a **part of our everyday thinking** and play an important part in how we make decisions.

- ✓ We have risk registers for our functions, partnerships, contracts, programmes and projects.
- ✓ We report and escalate risks on a priority basis, so that the right people are aware of our risks in good time.
- ✓ We assess the risks of all major Council decisions.

## Who is responsible for Risk Management?



**Everyone** has a responsibility for identifying risks in performing their day-to-day duties, and making sure that they are discussed with their line manager.

You also have a personal responsibility to make sure that you manage risk in line with other corporate policies, such as the Health and Safety Policy and Financial Procedure Rules.

To support our risk management culture there are dedicated risk management roles across the Council. For further information, please see the RM Strategy and Policy ([LINK](#)).



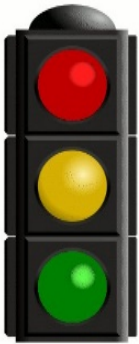
## How do we identify Risk?

- ✓ We use internal reviews to understand and build upon what we are good at, and to address areas of weaknesses.
- ✓ We review what is happening outside of the Council, to make sure that we develop our services with good awareness.



To explore the approaches available please see the RM Strategy and Policy ([LINK](#)).

## How do we assess Risk?



We use a 'traffic light' score to translate all risk assessments into a simple and easy to understand risk rating.

The basic principle is that 'red' risks are the most significant for prioritisation and 'green' are the least.

The Council's risk assessment matrix and risk register template are included in the Risk Management Strategy and Policy ([LINK](#)).

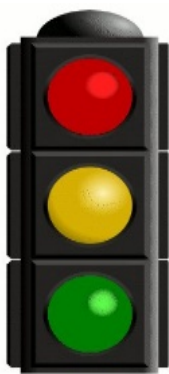
**Worked Example** - Imagine that you did not clean up or include appropriate warning signs for a wet floor in a Council building, with the risk that someone could slip and sustain an injury. If we were to ask different people what the impact of the risk is, answers are likely to demonstrate different levels of awareness of the full potential risk impact. In reality, the risk could quite possibly include the following implications:

1. Damage to delivery of the Council's **strategic** vision where we do not apply our corporate values.
2. **Financial** penalties, legal costs and compensation payments from a potential incident.
3. **Legal and/or regulatory action**, resulting in fines, losses and sanctions.
4. **Disruption to services** whilst investigations and health and safety reviews take place.
5. **Reputational damage** from public criticism and negative media attention affecting the Council's image.



# So how much Risk can we take?

The amount of risk that we are prepared to take is known as our Risk Appetite. We use it as a guide to decide which risks we can accept, and to identify those that we need to directly manage and reduce.



**Above Risk Appetite**



**Within Risk Appetite**

Broadly speaking, any risk that has a 'Red' risk rating exceeds our risk appetite, and requires targeted risk reduction. We have however set a lower appetite for risks of a legal and regulatory, and reputational nature.

## Worked Example Continued....

Our risk assessment identified that a health and safety incident could have a significant impact on the Council.

When we considered each potential component of the risk, we identified that the impact could be wide ranging.

Aside from the fact that we would not wish to injure anyone, we would have failed to meet health and safety requirements and the public perception and confidence in the Council could be damaged.

This particular scenario represents an unacceptable overall level of risk.

We have health and safety procedures in place to guide us and avoid this particular risk.



# How we record our risks.

## **Directorate Risk Registers**

Did you know that each directorate holds a register of the key risks that need to be monitored and managed to effectively deliver their functions?

If not, how do you know if it captures the risks that you need to know about to deliver your role?

Ask your line manager about how you can get involved.

## **Corporate Risk Register**

Did you know that the Council holds a register of the main risks to the delivery of our corporate objectives and priorities?

The Corporate Risk Register is reviewed by the Senior Management Team and Audit Committee four times a year and by the Cabinet twice a year.

## **Programme and Project Risk Registers**

Did you know that many programmes and projects are set up to manage the Council's risks and capitalise on opportunities?

Programme and project risk registers are used to identify, manage, monitor and report these risks.

# Who can I contact for more information?

If you would like to discuss the risk management approach further, and explore the opportunities for you and your team, please contact a Risk Champion for your Directorate from the following listing.



# Risk Champions

## Resources



Chris Pyke (Finance)	2087 2276	<a href="mailto:cpyke@cardiff.gov.uk">cpyke@cardiff.gov.uk</a>
Abby King (Performance)	2087 8496	<a href="mailto:aking@cardiff.gov.uk">aking@cardiff.gov.uk</a>
Chris Botticelli (ICT)	2087 2114	<a href="mailto:cbotticelli@cardiff.gov.uk">cbotticelli@cardiff.gov.uk</a>
Dean Thomas (Programme & Project)	2087 3988	<a href="mailto:Dean.Thomas@cardiff.gov.uk">Dean.Thomas@cardiff.gov.uk</a>
John Paxton (Procurement)	2087 3713	<a href="mailto:jpaxton@cardiff.gov.uk">jpaxton@cardiff.gov.uk</a>
Graham Craven (HRPS)	2034 6215	<a href="mailto:gcraven@cardiff.gov.uk">gcraven@cardiff.gov.uk</a>

## People and Communities



Nick Blake	2087 2696	<a href="mailto:nblake@cardiff.gov.uk">nblake@cardiff.gov.uk</a>
Katie Prichard	2087 2664	<a href="mailto:kprichard@cardiff.gov.uk">kprichard@cardiff.gov.uk</a>

## Governance and Legal Services



Erica Painter	2087 3335	<a href="mailto:Erica.Painter2@cardiff.gov.uk">Erica.Painter2@cardiff.gov.uk</a>
---------------	-----------	--

## Economic Development



Tamar Wilson	2087 3207	<a href="mailto:twilson@cardiff.gov.uk">twilson@cardiff.gov.uk</a>
Rob Ellis	2078 8422	<a href="mailto:REllis@cardiff.gov.uk">REllis@cardiff.gov.uk</a>

## Education and Lifelong Learning



Jackie Turner	2087 2460	<a href="mailto:jacqueline.turner@cardiff.gov.uk">jacqueline.turner@cardiff.gov.uk</a>
Neil Hardee	2087 2802	<a href="mailto:n.hardee@cardiff.gov.uk">n.hardee@cardiff.gov.uk</a>

## Planning, Transport & Environment



Steve Parker	2087 3282	<a href="mailto:sparker@cardiff.gov.uk">sparker@cardiff.gov.uk</a>
Deborah Samuel	2087 3127	<a href="mailto:Desamuel@cardiff.gov.uk">Desamuel@cardiff.gov.uk</a>
Ruth Lloyd	2087 3211	<a href="mailto:RuLloyd@cardiff.gov.uk">RuLloyd@cardiff.gov.uk</a>

## Social Services



Kim Brown (Children)	2087 3841	<a href="mailto:KimBrown@cardiff.gov.uk">KimBrown@cardiff.gov.uk</a>
Lynne Walsh (Adults)	2087 3045	<a href="mailto:lynWalsh@cardiff.gov.uk">lynWalsh@cardiff.gov.uk</a>