

Ref	Risk Description	Potential Consequence	Inherent Risk			Current Controls	Residual Risk			Proposed Management Actions	Target Risk Rating			Risk Reduction Target Date	Owner
			Likelihood	Impact	Priority		Likelihood	Impact	Priority		Likelihood	Impact	Priority		
3	<p>2. Welfare Reform</p> <p>That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants, removal of automatic entitlement to housing costs for under 21s and changes to funded for supported housing. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.</p>	<ul style="list-style-type: none"> Private landlords stop renting to benefit claimants <ul style="list-style-type: none"> Social housing rents become unaffordable to some claimants, in particular those with large families. Increased homelessness and demand for temporary accommodation <ul style="list-style-type: none"> Increased rent arrears, increased evictions Redeployment / Severance for 140 benefits staff Changing demands on Council stock resulting in increased voids and/or undersupply of smaller properties. Barriers to building additional affordable housing Supported accommodation becomes unaffordable impacting on social services and vulnerable homeless clients. 	A	2	High - Red	<ul style="list-style-type: none"> Communities staff continue to work closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit. Discretionary Housing payments are being used to top up the benefit claims of those most affected by the changes and to pay rent in advance and bonds to help tenants to move accommodation where necessary. Timely information is being given to claimants to help them respond to the changes. A streamlined process is in place for re-housing tenants who need to downsize as a result of the social housing size restrictions. DHP is being used to pay removal costs and to cover shortfall while tenants are waiting to move. The Welfare Liaison team within the housing service is in place to assist tenants affected by the changes. Work has been carried out to identify those affected by the reduced Benefit Cap and to advise them accordingly and to identify the most vulnerable families and award DHP. Universal Credit full service has commenced in Cardiff. Despite additional resources put in place rent arrears for council tenants have risen significantly since the change was implemented. The council is currently providing face-to-face services on behalf of the DWP including digital inclusion and budgeting advice, however funding for this is being cut from March 2019 and will transfer to CAB. The Advice Hub in Central Library is providing comprehensive advice services for those affected by Welfare Reform and this is being rolled out across the city in Community Hubs and foodbanks. The Inclusive Growth Board and subgroups are working well in coordinating multi-agency activity and developing appropriate interventions during a difficult transition period for many people affected. Briefings continue to be provided to Members on Welfare Reform and further information is sent as appropriate. Digital inclusion training and banking support has been successfully implemented and will continue to be monitored. Into Work Services are providing services across the city and helping people get back to work with particular focus on those families affected by the benefit cap. 	B	2	High - Red	<ul style="list-style-type: none"> Further additional resource has been agreed for supporting council tenants following the implementation of Universal Credit Full Service as rent arrears have increased significantly, staff have been recruited to assist with this and the new team is working well. Rent arrears procedure has been reviewed to include a more preventative and flexible approach and more assistance for more vulnerable tenants. This will be monitored over the coming months. Work has been undertaken to cost the potential risks of Universal Credit and this will continue to be updated as the more information is known. Regular meetings are held with social housing providers to monitor and improve processes. DHP spend is being monitored carefully. Expenditure for 18/19 will continue focusing on the most vulnerable individuals, helping people with the transition into work and mitigating the risk of homelessness. Services for private landlords are being further developed to help prevent them withdrawing from the market. 	B	2	High - Red		<p>Sarah McGill (Jane Thomas)</p> <p>Councillor Lynda Thorne Housing & Communities</p>
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Directorate Risk Register Template

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1	<p>Fire Safety Arrangements in Council Owned Buildings</p> <p>In response to the major incident at Grenfell Tower in London the Council is working with Welsh Government and other regulators to ensure that any updated guidance is taken into account in considering any impact on relevant buildings across the whole of the Council's estate.</p> <p>The Council has undertaken additional testing, beyond the initial review of ACM has identified that 6 blocks fail the current standards. Whilst the 50 mm of insulation in the cladding is fully fire retardant, the veneered, fibrous-hardwood, rainscreen panels fails today's combustibility standards.</p>														
2	<p>Reputational / Legal / Financial / Health & Safety / Stakeholders</p> <p>Fatalities or serious injuries</p> <p>HSE interventions and consequential actions including fines and prosecution;</p> <p>Significant additional expenditure requiring realignment of Corporate budgets;</p> <ul style="list-style-type: none"> Temporary relocation of occupants Temporary loss of operational service Invalidation of insurance policy Serious adverse impact on reputation Damage to fabric of building or other equipment. 		B	2	High - Red	<p>Fire Safety Arrangements for Council Owned High Rise Residential Blocks: Immediate actions in place following the results of the additional testing include</p> <ul style="list-style-type: none"> Round-the-clock fire warden patrols and increased CCTV monitoring. Additional fire safety wardens have been recruited to strengthen the onsite 24 hour presence. All flats have smoke detectors fitted and these are checked annually as are gas appliances. Sprinkler installation designs have not been completed for all high rise blocks and issues to contractors for pricing and installation timeframes. A letter was hand delivered to all residents on Monday 19th March. The C2C line was extended on Monday 19th March to 8pm to answer any immediate concerns. Information sessions for residents in the affected blocks were provided on Tuesday 20th March. It is likely that the cladding on all blocks affected will need to be removed and a small sample has been removed to determine the best way to achieve this. Regular meeting with Fire are taking place and a recommended joint action plan being implement Works orders have been placed with two contractors to remove cladding at Nelson House, Butetown and the three blocks at Lydstep flats, Gabalfa/Llandaff North. Works are anticipated to start at both sites at the end of June 2018. <p>Fire Safety Arrangements for Operational Buildings Including Schools:</p> <ul style="list-style-type: none"> The school estate and wider operational estate has been checked in line with Welsh Government guidelines. Working together with Welsh Government, the Council has undertaken a separate and specific investigation into non-residential accommodation in the 'operational' estate using the criteria specified by WG. In the light of this review, 5 buildings (including 4 schools) were subject to an initial visual survey of the cladding. The 4 schools have been subject to a further inspection which identified that 3 of the 4 schools have UPVC cladding rather than ACM. The cladding at the 4th school appears to be of aluminium construction. However, similarly the UPVC systems at the 3 schools referred to above, there is solid construction between the classroom and the cladding which would not allow the spread of fire between floors within the building. On the basis that the rooms adjacent to the cladding are fitted with appropriate fire 	C	2	Medium - Red / Amber	<p>Removal of the cladding, informed by the sample work that has been undertaken.</p> <p>Cladding Removal Status</p> <ul style="list-style-type: none"> Nelson house – Cladding removal work has started. Due to complete prior to Christmas Loudoun House – Work not started. Works to commence spring/summer 2019 Channel View – Cladding removal work has started due to complete by end of October 2018 Lydstep/block 1 – Cladding has been removed Lydstep/block 2 – work has started cladding will be removed by end of October 2018 Lydstep/block 3 – Work has started. Cladding will be removed by end of November 2018 <p>Additional precautionary measures for High Rise Residential Blocks:</p> <ul style="list-style-type: none"> currently installing 60 minute fire doors in our high rise blocks (standard good practice is 30 minutes) and awaiting design for retrofitting of sprinklers which will be installed in all our high-rise blocks <p>Compliance with updated guidance:</p> <ul style="list-style-type: none"> Ensure building design processes and procedures are following by the Authority and updated with any changes nationally and that Planned Preventive Maintenance plans are in place for new build. <p>Fire Safety Arrangements for Operational Buildings Including Schools:</p> <ul style="list-style-type: none"> Complete review on external cladding of final property of +18 m to determine type and composition, plus its effectiveness and impact upon the fire safety of the property. Completed. Residual risk Low/Green Complete the review of statutory obligations taking into account of any emerging findings from the Grenfell Tower enquiry. Ongoing. Remains on-going. Residual risk remains Medium/Amber 	D	3	Medium - Amber / Green	<p>Nelson House: 0-3 months</p> <p>Loudoun House: 3-6 months</p> <p>Channel View 3 - 6 months</p> <p>Lydstep flats (3 blocks) 6-12 months</p>	

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1	<p>To provide an effective customer service to clients and customers in a safe and pleasant environment at Hubs and outreach locations.</p> <ul style="list-style-type: none"> -increasing workload/taking on more services -loss of access to buildings -loss of access to Northgate and Comino -loss of key staff -high staff turnover -changes in government legislation -loss/misuse of personal data -violence or abuse to staff -loss of IT -sickness language staff -average waiting times increase above 20 minutes -number of Hub/library customers -Customer satisfaction surveys -violence at work forms -high sickness levels -high community language demand 		A	3	Medium - Red / Amber	<ul style="list-style-type: none"> - customer numbers are monitored daily and waiting times monitored continuously throughout the day - additional resources provided including customer service trainee scheme and temporary staff - warm disaster recovery for iWorld and Comino - high level vetting of benefit staff including CRB checks are in place, procedures for control and correct storage of data have been drafted -audit checks in place to ensure all data is secure - risk assessments in place, CCTV and security guards are employed - snow plan in place to open offices - Health and Safety Assessments carried out regularly & reviewed - procedures for aggressive customers and suicide threats in place - staff counselling available - Violence at work PACD - continually monitoring demand and employ to match need, e.g. language requirements - panic alarms in place - Health and Safety general maintenance fire evacuation log - Introduction of the ARC within Community Hubs, in the process of being rolled out along with locality warden presence when needed. 	C	3	Medium - Amber / Green	<ul style="list-style-type: none"> - introduction of the ARC within community Hubs, in the process of being rolled out along with locality warden presence when needed. Introduction of the ARC within Community Hubs, in the process of being rolled out along with locality warden presence when needed. - adapt and employ as need dictates, new monitoring structure in place. Staff trained on having difficult conversations. FM security used in St Mellons Hub during outbreaks of ASB from Youths 	C	4	Low - Green		Bev King
2	<p>The increase in population leads to an increased demand for services, however staffing and stock levels do not meet these specific quality indicators targets set by Welsh Government and outlined within the sixth framework of the Welsh public library standards. There is an operational risk posed due to low staffing levels and capacity limitations.</p>		C	2	Medium - Red / Amber	<ul style="list-style-type: none"> - flexibility of the workforce is encouraged, and sickness policies are adhered to - Staff and stock levels are monitored regularly - performance is monitored monthly, looking at the best use of funding and prioritising resources. - Community outreach programme delivering learning, literacy and social outcomes to citizens 	C	3	Medium - Amber / Green	<p>Profiles of specific volunteer roles to be reviewed and recruitment to take place via established volunteer channels. Restructure focusing on integration of the Advice & Library teams to take place</p>	C	4	Low - Green		Nicola Pitman
3	<p>Dominons Way which houses the stocks and stacks facility is not fit for purpose and costly to the service. Rental charges are in excess of £100,000 per year, with the addition of £40,000 NNDR and approx. £30,000 in utility bills, almost equal to the operating costs of two branch libraries.</p>		D	2	Medium - Red / Amber	<ul style="list-style-type: none"> Estates management seeking alternative options -Stock management Strategies in development to reduce holdings -Historical Collection Strategies currently under review 	D	2	Medium - Red / Amber	<p>Progress formulation of Library Strategy to include stock management and the historical collections</p> <p>Liaise with Strategic Estates/FM to consider lease dilapidations</p>	E	2	Medium - Amber / Green		Nicola Pitman