

Risk Description	Inherent Risk	Residual Risk	Risk Owner
EVENT DRIVEN RISKS			
Social Services and Wellbeing (Wales) Act The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	High Priority B1	High Priority B1	Tony Young & Siân Walker
Hostile Vehicle Mitigation in Cardiff Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.	High Priority B1	High Priority B1	Andrew Gregory
Welfare Reform That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011, Universal Tax Credit, localisation of Council Tax Benefits, Social Fund reform, Introduction of the Benefit Cap and size restrictions for social tenants. Lack of information, short timescales for implementation and the large number of citizens affected, makes this a significant risk.	High Priority A2	High Priority B2	Sarah McGill (Jane Thomas)
Waste Management Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.	High Priority B1	High Priority B2	Jane Forshaw
Preparation of Local Development Plan Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	High Priority B1	Medium Priority (Red/Amber) C1	Andrew Gregory
Education – Schools - SOP Very ambitious timescales for project delivery, by a lean team, with restricted capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population.	High Priority B1	High Priority B2	Nick Batchelar (Janine Nightingale)
Education Consortium & Attainment The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	High Priority B1	High Priority B2	Nick Batchelar (Angela Kent)
ICT Platforms Unsuitable/ Outdated The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.	High Priority A2	Medium Priority (Red/Amber) C2	Christine Salter (Phil Bear)
ONGOING RISKS			
Budget prioritisation The delivery of a balanced budget in February 2015 for 2015/16 remains a key concern alongside the deliverability of further significant savings over the life of the Medium Term Financial Plan.	High Priority A1	High Priority A1	Christine Salter (Marcia Sinfield)
Financial Resilience The financial resilience of the Council is likely to reduce over the medium term given the scale of the financial challenge ahead (New Risk)			Christine Salter (Marcia Sinfield)
Budget Monitoring 2014/15 At the time the budget was set the achievability risk ratings for the directorate savings identified that of the £43.8 million only £12.5 million was rated green with a further £20.9 million rated amber green. The balance of £10.4 million was rated red amber or red. In addition, the planning status of the savings indicated that whilst £35.2 million were in the detailed planning stage or already realised, £8.6 million had a higher degree of risk as only general planning had been undertaken at that date.	High Priority A1	High Priority B1	Christine Salter (Allan Evans)
Health and Safety Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.	High Priority A1	High Priority B1	Christine Salter (Christina Lloyd)
Climate Change & Energy Security Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	High Priority B1	High Priority B1	Jane Forshaw
Information Governance Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools	High Priority A1	High Priority A2	Christine Salter (Vivienne Pearson)
Children's Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them.	High Priority B1	High Priority B2	Tony Young
Health & Social Care Changing demographics and increasing expectations of vulnerable people put more pressure on services, increasing risk of budget overspend.	High Priority B1	High Priority B2	Siân Walker
Safeguarding - Health & Social Care Failure to safeguard vulnerable people.	High Priority B1	High Priority B2	Siân Walker
Performance Management A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements	High Priority B2	High Priority B2	Christine Salter (Martin Hamilton)
Organisation Development OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.	High Priority B1	High Priority B2	Christine Salter (Martin Hamilton)
Business Continuity Large scale incident/loss affecting the delivery of services.	High Priority B1	Medium Priority (Red/Amber) C1	Martin Hamilton
Education – Schools Delegated Budgets Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	High Priority A2	High Priority B2	Nick Batchelar (Neil Hardee)
Legal Compliance Changes in services and staff roles across the Council resulting in: 1) Gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; 2) Inability to deliver the services in accordance with all duties and responsibilities due to lack of resource in each case leading to increased risk of challenges. Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.	High Priority B2	Medium Priority (Red/Amber) C2	Christine Salter (Shaun Jamieson)
Fraud Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.	High Priority B2	Medium Priority (Red/Amber) B3	Christine Salter (Derek King)
Asset Management Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	High Priority B2	Medium Priority (Red/Amber) C2	Neil Hanratty
Workforce Planning Importance of forecasting and planning to building capability and capacity is not recognised and is not fully embedded.	Medium Priority (Red/Amber) B3	Medium Priority (Red/Amber) B3	Christine Salter (Philip Lenz)