
CORPORATE RISK REGISTER – 2012/13 mid year review

Reasons for the Report

1. To give the Committee an opportunity to consider the Corporate Risk Register at the 2012/13 mid-year point and to advise Members of the strategic risks facing the Council. The Register was presented to the Audit Committee at its 3rd December 2012 meeting and to the Cabinet at its 6th December 2012 meeting.

Background

2. Under the Council's Risk Management Policy and Strategy¹, the Corporate Risk Register is identified as the key record of 'strategic risks which have an impact beyond any one service area and/or are of such significance that they need to be highlighted corporately'. The Register is currently updated and presented to the Senior Leadership Team on a quarterly basis and to Cabinet six monthly. At service area, programme or project level, risks are recorded in service area risk registers, or in programme or project risk registers under the Council's Project Quality Assurance approach.

¹ Available on the Council's website at:
http://www.cardiff.gov.uk/content.asp?nav=2872,3385,3391&parent_directory_id=2865&id=290&d1p1=1

Issues

3. The Corporate Risk Register identifies the major challenges faced by the Council, allowing the Cabinet and senior managers to make informed decisions in terms of their management. Attached at **Appendix A** is the summary version of the Corporate Risk Register, updated to show the 2012/13 mid year position. Attached at **Appendix B** is the full version of the Corporate Risk Register. The report which accompanied the Register to the Cabinet meeting in December is attached at **Appendix C**. Attached at **Appendix D** is a glossary explaining the acronyms used in the Register.
4. On the Register, each risk is assigned a 'traffic light' 'inherent' risk rating (or level of risk before any control measures are taken into account), as well as a 'residual' risk rating (or level of risk once existing control actions are factored in). These traffic light statuses are defined under the Risk Management Policy, Strategy and Methodology. For Members' information, a copy of the Council's Risk Matrix and Definitions, which describes the traffic light classification, is attached at **Appendix E**.

Current corporate risks

5. The Register separates risks into two categories: Event Driven risks, which are more time-bound and relating to specific occurrences (for example Job Evaluation and Preparation of the Local Development Plan) and Ongoing risks to the Council, which present a more constant risk (for example Budget Prioritisation and Performance Management).
6. The Register identifies a 'Risk Owner' at Corporate Chief Officer level and above for each risk. Since the 2011/12 end of year position was reported, eight risks have been assigned to the Chief Operating Officer, who came into post in April 2012.
7. Committee members will note from the Cabinet report that Councillor Huw Thomas, Cabinet Member for Sport, Leisure and Culture, has taken on the

role of Member Risk Management Champion. The Member Champion's role is to raise the profile of Risk Management and promote its benefits to Members, bringing forward ideas from Members which may be relevant for inclusion in the Corporate Risk Register. Individual portfolio-holders retain responsibility for risks within their own remits.

8. The Register notes twenty three risks, as opposed to the twenty five identified in the 2011/12 end of year review presented to Cabinet in July 2012. These cover themes as varied as ICT platforms (or desktop, software, network and telephone network) being unsuitable or outdated; Workforce Planning; Information Governance; and Asset Management. Three risks have closed since the end of year position was reported:

- Olympic and Paralympic games (which were associated with the delivery of this summer's events);
- Cardiff Bus (relating to a damages claim which had been filed in the Competition Appeal Tribunal, which has now been resolved); and
- Governance (which concerned arrangements in place to govern the organisation through a period of change).

One new risk has been identified, with regards to the Social Services (Wales) Bill.

9. With relevance to the Committee's remit, or past and forthcoming scrutiny items, Members may wish to note the improvement actions under the following risks:

- ICT Platform Unsuitable/Outdated – A proposal for further revenue and capital investment in 2013-15; and a renewal programme for desktop, software, network, servers and telephones as appropriate to the Council's resources;
- Change – Senior Leadership Team has agreed to adopt a 'functional' model which is bringing about the restructure of the former Transformation portfolio; a change role will be written in to senior managers' role profiles in order to ensure corporate alignment and delivery of change activity;

- Asset Management – The implementation of the Office accommodation business plan approved by the former Executive in February 2012 is underway, but the plan is currently being refreshed. Work on the review of Strategic Property Management continues, while the Non-Operational Review should have been considered by Cabinet in December 2012, but was postponed;
- Business Continuity – The Emergency Management Unit will be working with those teams looking at the potential of using alternative delivery models for Council services to identify any risks involved and to propose actions to manage them;
- Performance Management – The implementation of a performance management software solution is on hold until the deployment of resources to support performance management under the new senior management structure is complete. In supporting the completion of the Outcome Agreement (which sets out how the Council will work towards improving outcomes for local people within the context of Welsh Government's national priorities), there have been some issues with continuity arrangements in terms of data collection and evaluation of performance where some officers have left the authority.

10. The Job Evaluation risk has decreased its risk status from high to medium priority, as much of the necessary mitigating work has been carried out since the Register was last presented to Cabinet. The Change risk has increased to a high priority risk, as restructuring of the former Transformation Portfolio is currently underway.

Way Forward

11. Councillor Huw Thomas, Cabinet Member for Sport, Leisure & Culture and Member Risk Management Champion; Christine Salter, Chief Corporate Services & Section 151 Officer; and Derek King, Audit & Risk Manager will be in attendance to present the Register and take Members' questions.

Legal Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

14. The Committee is recommended to:

- Note the Corporate Risk Register and the strategic challenges facing the Council;

- Consider whether it wishes to relay any concerns or observations to the Cabinet and;
- Consider if it would like to build any further consideration of these issues into its work programme.

MIKE DAVIES

Head of Service

Scrutiny, Performance & Improvement

10 January 2013

Risk Description		Inherent Risk	Residual Risk	Risk Owner
EVENT DRIVEN RISKS				
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	High Priority	High Priority	Sarah McGill
Education - Collaboration ~ Following the decision to withdraw from the SEWC and join CS consortium. ~ Delay in identifying appropriate Education Consortium personnel may affect the ability of the Council to respond positively to the WG expectations around systematic monitoring and evaluation, and therefore, raising standards. ~ Establishing short-term transition arrangements may not be effective nor efficient.	High Priority	High Priority	High Priority	Andrew Kerr (Nick Jarman)
Education – Schools - SOP a) One major secondary re-organisation proposal still without final Council decision. b) C21st funding not available until 2014 at the earliest but pupil places needed ahead of this time.	High Priority	High Priority	High Priority	Andrew Kerr (Nick Jarman)
Social Services (Wales) Bill Unless the Council gives full consideration to the implications of the Social Services (Wales) Bill, including its impact upon delivering services to people rather than adults and children's separately, significant challenges will remain, placing increased demands on resources.	High Priority	High Priority	High Priority	Andrew Kerr (Nick Jarman & Mike Murphy)
ICT Platforms Unsuitable/Outdated That the ICT platforms – desktop, software, network, servers, and telephones – will not be able to support the technologies required by the transformation programme and deliver effective service to the council, or will not provide a reliable service due to age and condition.	High Priority	High Priority	High Priority	Philip Lenz (Steve Durbin)
Job evaluation Budgetary and employee relations issues arising out of the potential outcomes of job evaluation.	High Priority	High Priority	Medium Priority	Philip Lenz
Waste Management Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG new statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.	High Priority	High Priority	Medium Priority	Andrew Kerr (Tara King)
Preparation of Local Development Plan Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	High Priority	High Priority	Medium Priority	Jon House (Neil Hanratty)
ONGOING RISKS				
Budget prioritisation Annual WG settlement continues to not keep pace with growing demand for service delivery which puts pressure on budget setting process to ensure budgets are firmly aligned with Council priorities as set out in the Leading Cardiff – Building Communities document and the Corporate Plan to be developed for approval in February 2013.	High Priority	High Priority	High Priority	Christine Salter
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	High Priority	High Priority	Christine Salter (Mike Davies)
Information Governance A lack of clarity around Information governance leaves the Council exposed to Information Commissioner's intervention and financial penalties.	High Priority	High Priority	High Priority	Christine Salter (Mike Davies)
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 looked after and/or receive other services to support families and carers to care for them.	High Priority	High Priority	High Priority	Andrew Kerr (Nick Jarman & Maria Michael)
Adults Changing demographics and increasing expectations of vulnerable people put more pressure on services, increasing risk of service failure. This will impact on the health and wellbeing of the most vulnerable.	High Priority	High Priority	High Priority	Andrew Kerr (Nick Jarman & Mike Murphy)
Change Projects fail to be delivered due to reprioritisation of resources or the Council cannot change the way it delivers services in line with its vision to achieve large-scale change to deliver efficiency savings and service improvements.	High Priority	High Priority	High Priority	Andrew Kerr
Climate Change Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development.	High Priority	High Priority	High Priority	Andrew Kerr (Tara King & Neil Hanratty)
Legal Compliance Changes in services and staff roles across the Council resulting in gaps in Council wide legal knowledge especially in regard to powers, responsibilities, and delegated authority increasing the demands placed on the legal department.	High Priority	High Priority	Medium Priority	Christine Salter (Melanie Clay)
Fraud Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.	High Priority	High Priority	Medium Priority	Christine Salter
Asset Management Ineffective management and use of Council assets and lack of corporate recognition.	High Priority	High Priority	Medium Priority	Christine Salter
Business Continuity Large scale incident/loss affecting the delivery of services.	High Priority	High Priority	Medium Priority	Christine Salter & Martin Hamilton
Energy Security Inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	High Priority	High Priority	Medium Priority	Christine Salter
Performance Management Performance management is not fully embedded and understood in the culture of the Authority.	High Priority	High Priority	Medium Priority	Christine Salter (Mike Davies)
Workforce Planning Importance of forecasting and planning to building capability and capacity is not recognised and is not fully embedded.	Medium Priority	Medium Priority	Medium Priority	Philip Lenz
Partnerships Future and existing partnerships are ineffective, do not deliver required outcome and over commit resources.	High Priority	High Priority	Medium Priority	Sarah McGill

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
EVENT DRIVEN RISKS										
<p>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 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.</p>	<ul style="list-style-type: none"> Private landlords stop renting to benefit claimants Increased homelessness and demand for temporary accommodation Increased rent arrears Redeployment / Severance for 140 staff Changing demands on Council stock resulting in increased voids and/or undersupply of smaller properties. Failure to issue bills or issue bills without any reductions in April 2013 due to delay in developing Council Tax Support Scheme Emergency help not available to those in need if Social fund not replaced by an effective system. 	A	2	High Priority	<ul style="list-style-type: none"> Communities staff are working closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit. Discretionary Housing payments will be used to top up the benefit claims of those most affected and will also be used to pay rent in advance and bonds to help people to move accommodation where necessary. Timely information is being provided to claimants to allow them time to seek alternative accommodation where possible. Officers are liaising with WAG to ensure that the implications of Council Tax Localisation are understood. Houseshare website is now in place to help match those who want to rent a room with prospective tenants Officers are working with RSLs to streamline the process for re-housing tenants who need to downsize as a result of the social housing size restrictions. A communication plan has been developed, briefings have been held for a wide range of council staff and external partners so that the implications for the council can be understood. A briefing will be sent to external stakeholders shortly and communications will be sent to customers affected as appropriate. A Welfare Reform Group (supported by a Welfare Reform Data Group) has been established to coordinate multi-agency activity and develop appropriate interventions during a difficult transition period for many people affected. Sub groups have been developed to look at improving financial inclusion, digital inclusion and corporate debt recovery Briefings provided to Members on Welfare Reform. 	B	2	High Priority	<ul style="list-style-type: none"> Workforce plans, once the exact details of the changes become available. Resources needed to deal with Welfare reform are being considered and initial proposals will be put forward shortly. An Action plan is currently being developed and key actions will be included in the Corporate Plan. Marsh are currently undertaking a piece of work relating to the risks associated with Welfare Reform. 	Sarah McGill
<p>Education - Collaboration</p> <p>Following the decision to withdraw from the SEWC and join CS consortium</p> <p>Delay in identifying appropriate Education Consortium personnel may affect the ability of the Council to respond positively to the WG expectations around systematic monitoring and evaluation, and therefore, raising standards.</p> <p>Establishing short-term transition arrangements may not be effective nor efficient</p>	<p>Reputational / Legal / Financial .</p> <ul style="list-style-type: none"> Budget implications. Reducing educational standards. Intervention from WG 	B	1	High Priority	<ul style="list-style-type: none"> Regular ongoing discussions at Cabinet (previously Executive), strategic and operational levels with the other four authorities. Service has consulted on a revised senior management structure from September 2012. The revised arrangements include some capacity to support Cardiff schools through this transition period. However, there is likely to be a need to bolster this further especially in the work with secondary schools as the former senior achievement leader is only working the equivalent of one day per week in Cardiff having been full time previously. There remain a number of unfilled vacancies in the service's management team that means that existing officers are very stretched. Officers from the Education Service have been involved in the recruitment process for the new positions within the Joint Education Service (JES) and trading arm. Cabinet Member for Education is now part of the Joint Committee governance arrangement for the JES. 	B	2	High Priority	<ul style="list-style-type: none"> Officers and the Cabinet Member are now part of the Governance arrangements for the Consortium Officers will continue to monitor risks and report to corporate management and the Cabinet. Officers will provide an input into the Welsh Government review of Consortia arrangements during September/ October. 	Andrew Kerr (Nick Jarman)
<p>Education – Schools - SOP</p> <p>a) One major secondary re-organisation proposal still without final Council decision</p> <p>b) C21st funding not available until 2014 at the earliest but pupil places needed ahead of this time</p>	<p>Reputational / Legal / Financial / Social / Stakeholder / Health & safety.</p> <ul style="list-style-type: none"> Insufficient primary places in some areas of the City Budget implications. Further degeneration of school buildings. Reducing educational standards. Intervention from WG 	B	1	High Priority	<p>Proposals approved -</p> <ul style="list-style-type: none"> Officers to report to December Cabinet on consultation outcome in respect of proposals for secondary provision in the East of Cardiff to close Llanrumney and Rumney high pupils and open a replacement new school on the Rumney high school site. Consultation on Education Improvement Partnership complete and this is to be reported to the December Cabinet meeting. This would align schools educationally, then need to progress work to bring together physically on the Rumney High School site and ultimately establish a new school on a site to be determined. A project team has been set up to progress all these matters. Awaiting approval for capital funding to address urgent school capacity issues for September 2013 with attendant risk that the Welsh Government will not be able to regard this as matched funding under the 21st Century Schools programme thus potentially impacting on other proposals. Ongoing consultation with the public and relevant stakeholders. Messages from Estyn inspection helping to focus on key areas. PQA Programme for schools. Separate Risk Register being monitored and updated. Re-submission of 21st Century Schools programme to the Welsh Government in December 2011, following announcement of reduced levels of funding available from the Welsh Government and increased levels of match funding required from this Council. Full programme, other than ICT, approved in principle and awaiting Welsh Government business case process. Some funding can be brought forward to 2013/14. Urgent proposals to be reported to Cabinet in December and January with consultation starting next Spring. 	B	2	High Priority	<ul style="list-style-type: none"> All risks being monitored and reported to Schools Programme Panel Working group set up to drive forward actions to establish Education Improvement Partnership Consultation on the EIP with all stakeholders complete Capital funding advance approved in principle by WG to address school premises issues for September 2013 Cabinet reports finalised for December meeting to report on consultation Urgent building works to Llanrumney undertaken prior to Estyn inspection 	Andrew Kerr (Nick Jarman & Chris Jones)
<p>Social Services (Wales) Bill</p> <p>Unless the Council gives full consideration to the implications of the Social Services (Wales) Bill, including its impact upon delivering services to people rather than adults and children's separately, significant challenges will remain, placing increased demands on resources.</p>	<ul style="list-style-type: none"> Increased demands on resources as a direct impact of the Portable assessments and National Eligibility criteria Benefits from having a collaborative approach to safeguarding Consequences arising if governance arrangements are not robust enough Having clearly defined services and improved public awareness. People will have the right to outcome based assessments. There will be services for people and not children and adults separately. There will be additional early intervention services with improved understanding of populations and increased empowerment to meet needs. Improved awareness regarding access More direct payments across an extended range of services. Extended right of access to carers assessments Strengthened complaints procedure Greater collaboration with Health A National Outcomes framework Strategic changes to Regulatory System Appointment of competent Directors shared across multiple authorities Consistency in the delivery of services 	B	1	High Priority	<ul style="list-style-type: none"> Adult Services has contributed to the Consultation on the Bill by submitting a formal response prior to the deadline set on 1st June 2012. Adult Social Care Services are already implementing new service models such as reablement and these services have been successful in delaying the level of services required. They require careful monitoring in order to fulfil the notion that they will lead to sustainable social care services. The Bill calls for more early intervention services and will require local government to understand the specific local need of their populations and empower them to provide a range of services to meet those needs. Strong Programme Management/Project Management systems in place with robust governance arrangements. Plans are now in place to consolidate safeguarding across the Service Area. The Bill proposes a statutory basis for Adult Protection – with a stronger national direction and clearer links with child protection. <p>As the Bill is about delivering services to people rather than to adults and children separately, much consideration is required as to how we deal with this as an Authority, together with an analysis of controls.</p>	B	1	High Priority	<p>An analysis of control is required including the following:</p> <ul style="list-style-type: none"> Consultation with all stakeholders about the changes to eligibility threshold. Measures to sustain effective social services including a rebalancing of power between central and local government in the delivery of personal social care services Review of how we deliver sustainable services for the present time, whilst meeting increasing needs and managing citizen's expectations in the future. Radical thinking on structures and models of service delivery A rethink on resourcing Consider how we can contribute to the work, such as on the Portable Assessment for Wales. To debate the impact that the new 'people in need' related duties identified in the Bill relate to local government generally The new definitions relating to carers that are identified in the Bill (to include paid carers) will need to be carefully framed Consolidate safeguarding arrangements across the Service Area (plans are in place) Continued proactive engagement with Health on performance. 	Andrew Kerr (Nick Jarman & Mike Murphy)

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
ICT Platforms Unsuitable/Outdated That the ICT platforms – desktop, software, network, servers, and telephones – will not be able to support the technologies required by the transformation programme and deliver effective service to the council, or will not provide a reliable service due to age and condition	Reputational / Financial / Stakeholder / Service Delivery • Service delivery impacts from unreliable/unavailable ICT systems • Cardiff seen as unable to deliver on aspirations • Poor morale from frustrations with inability to deliver • Potential for income losses from revenue collection impacts • Unable to meet delivery deadlines on both business as usual and projects aimed at producing savings by technology use.	A	2	High Priority	<ul style="list-style-type: none"> Measurements put in place to track impact Existing ICT budget spend focused on dealing with critical issues, capital and revenue budget resource provided in 2012-13 to address major issues, medium term financial plan investment programme in place for subsequent years. Spending complete for renewal/upgrade of highest risk items, in particular firewalls, core servers/switches and external bandwidth. New system down analysis process in place to ensure that key pressure points are rapidly identified and fixed at minimum cost until full programme can be initiated Whilst mitigation actions so far reduce the risk, the risk of critical service downtime is still high 	B	2	High Priority	<ul style="list-style-type: none"> Full renewal programme for all desktop, software, network, servers, and telephones, appropriate to Cardiff's ambitions and resources. Further revenue and capital investment in 2013-15 	Philip Lenz (Steve Durbin)
Job evaluation Budgetary and employee relations issues arising out of the potential outcomes of job evaluation	Reputational / Legal / Financial / Stakeholder. • Not able to meet deadlines. • Not able to be in a position to afford the outcome. • Demotivated staff and potential reduced resources due to staff leaving. • Not seen as a good employer. • Implications of full mop up exercise not proceeding at this stage • Large number of Appeals received	B	1	High Priority	<ul style="list-style-type: none"> Continued access to legal advice, as required to support ongoing ET Equal Pay claim management. Regular communications to staff, SLT and Members, where appropriate on progress. Range of supporting information e.g. appeals processes, etc available on CIS. Maintenance of fortnightly Single Negotiating Group (regional and local TU reps and Senior Mgt). The Council's 2012/13 Budget Strategy approved by the Executive in July 2011 included a further indicative £2m which will increase the base budget funding for new pay arrangements to £7m from 2012/13. All staff in detriment provided with information pack outlining provisions of Employee Support Scheme. Single Status Helpdesk continuing to respond to queries from staff. Following training in GLPC scheme for OMs and Trade Union representatives, appeal panels commencing to consider JE Appeals. Despatch of Single Status contracts commences. Increased capacity within the JE Team to support appeals. 	B	3	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> Communication ongoing via core brief, Our news, In Box, regular updates to SLT. Single Negotiating Group continuing to meet fortnightly and confirmed as the only forum through which outstanding or residual issues arising from the Collective Agreement should be addressed. Will also now consider red book/craft issues. Single Status Helpdesk to remain in place for medium term as part of COT3 mop up process, deal with queries around Single Status contracts and provide support for Appeals process. JE Appeals Panels increased to 6 per week from September - position to be reviewed November to ensure we are on target to deal with all appeals from JE staff in detriment by 31 March 2013. Report on Proposed Equal Pay Settlement agreed by Cabinet on 20 September 2012 to settle a significant proportion of the Council's outstanding litigation risk (outstanding Equal Pay Claims). 	Philip Lenz
Waste Management Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG new statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.	Reputational / Financial / Stakeholder / Service delivery / Legal / Environmental / Community • Significant financial penalties at up to £400/tonne. • Procure landfill elsewhere with additional costs. Reputation damage Risk to grant funding currently £7.75m 2011/12	B	1	High Priority	<ul style="list-style-type: none"> 96,000 households now on wheeled bin collections. All tri-bag areas now have a kerbside caddy for food waste. Interim contract in place for disposal of biodegradable green/food waste Initial recycling performance indications are very positive and will exceed the 48% target for 2011/2012. Commercial recycling continues to increase. Capital programme for waste infrastructure, projects completed: MRF Extension, Waste Transfer Station, New Western HWRC, New depots and offices, Waungron redevelopment, Landfill contingency. New clearer signage has been installed in the HWRC's Initial Organic Business Case was approved. Initial procurement funding has been secured from WAG and procurement has begun. Recycling litter bins are now present in the city centre. Funding for the post treatment of residual waste has been secured through the current Biffa Contract. A regional tender for recycling textiles from HWRC has been completed and now in operation at all HWRC's providing a small income to the Authority Landfill void space management Interim Disposal Contract signed with Biffa for 2-10 years; commencing April 2009 Project Gwyrd – Governance in place; Joint Committee established with Cardiff as lead procurement authority. Joint Scrutiny developing role. Waste Management Strategy 2011-2016 was approved on 13th January 2011 The implementation plan was approved by the Executive in July 2011 The city wide communications plan has been implemented, along with the city wide delivery of the kerbside caddies. The new household recycling & waste collection service commenced on 12th September 2011. Pre and post sorting recycling at the HWRCs has been established for 2011/12 producing higher recycling and will continue in 2012/13 The HWRC van policy was introduced in November 2011 to deter illegal traders and reduce waste to landfill. Aggregate recycling is now in place. BMW targets have been met in 11/12 and recycling performance was at 50%, well placed for the statutory target of 52% in 2012/13 Cardiff was one of the first Local Authorities to introduce nappy recycling from the hygiene service. Rubble recycling can be included in 2012/13 as part of our overall recycling performance. 	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> Developed the business case for a new HWRC. Planning application to commence for new Wedal Road HWRC following completion of background reports. Ward Member engagement and local resident's consultation identified. Commercial waste operations as part of the transformational service redesign change programme will refine the marketing package for recycling in the commercial sector to increase recycling from commercial waste collected by Waste Collection Authority that is included in the total MSW. Seek new commercial recycling opportunities for new materials and new income opportunities. Continual review of collection rounds, customer participation to continue to improve efficiency and recycling capture rates. Progress the Organic procurement to timescale. The Organic Procurement is progressing well. Environmental Scrutiny met at Lamby Way 4th September where a project update was given. A request for a Members site visit to an AD facility was requested, arranged and took place on 26th September. The evaluation of the ISOS submissions has been completed and the shortlist of bidders to be invited to the detailed stage ISDS drawn up. The ISDS suite of documents have been completed, they will be submitted for approval by Project Board. Discussions with the Vale of Glamorgan reached an agreement that they will join the procurement. IAA drafted and reports have been completed to both Cardiff and the Vale of Glamorgan Cabinets who took the decision in October. Shortlist of bidders completed and have been invited to the next ISDS stage of the procurement following Cabinet Decision 18th October 2012. Project Gwyrd - The project has now closed dialogue and Called for Final Tenders from the two remaining bidders, with submissions expected by the end of October 2012. Following receipt of submissions the Project Team will undertake evaluation of the bids and prepare to announce Preferred Bidder in early 2013. The outcome of the evaluation will be taken to each of the five partner Councils in 2013. Recycling performance Work continues with the Environment Agency and other Welsh Local Authorities to apply and define the new guidance notes for the submission of recycling performance data under the new definitions that came into effect from 1st April by Welsh Government. Emerging guidance has led to delays in the finalisation of Qtr 1 and Qtr 2 by the Environment Agency (Waste Data Flow Regulatory Body). 	Andrew Kerr (Tara King)
Preparation of Local Development Plan Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Service delivery / Reputation / Legal / Financial / Partnership / Community & Environment & Stakeholder Preparing a plan which the independent Inspector considers 'unsound' and therefore cannot be adopted. • Reputational issues for the Council. • No adopted plan in place would mean the Council would not be in a position to effectively manage and control development- its ability would be significantly reduced. • Failure to achieve corporate priorities which the LDP would help deliver relating to economic, social and environmental objectives. • Possible breakdown of key strategic partnerships and with stakeholder groups. Delays in preparation. • Possibility of planning applications being submitted in advance of plan adoption. • Possible negative publicity on delay. • Stakeholder concern at delay to timetable. • Potentially significant objections raised by objectors and / or legal challenge submitted against Council impacting on timetable and plan content. • Infraction proceedings against the Council resulting in significant financial penalties.	B	1	High Priority	<ul style="list-style-type: none"> Use of project management techniques to effectively manage process and regular update meetings between Senior Officers and Members Monitor emerging legislation/guidance/evidence and respond early to changes Monitor budget spend and consider additional resources when required Undertake Scrutiny process together with wider Member Briefing to raise awareness Build in effective consultation and engagement into process to ensure stakeholders are informed at all stages Close liaison with the Welsh Government Planning Division and Planning Inspectorate to: Ensure early warning of any problems (e.g. Consultation on LDP) Ensure LDP is sound, founded on a robust evidence base with sustainability appraisal and well audited community and stakeholder engagement. Undertake tests of soundness 'self assessment' at all stages of LDP preparation as recommended in national guidance Ensure procedures, Act, Regulations etc, are complied with and no undue risks taken LDP Corporate Officers Working Group A revised timetable for preparation of the LDP has been by Executive and Council in November 2011. The revised timetable for the Delivery Agreement was agreed by WG in December 2011 Initiated schedule of meetings with Authorities within South East Wales and other stakeholders to discuss cross border and consistency issues to meet the tests of soundness Meetings held with Authorities within South East Wales and other stakeholders to 	C	1	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> Foster effective partnership working with service areas across the Council, and statutory bodies and other stakeholders to ensure a broad range of participation and consultation in the preparation of the LDP prior to key timescales over the coming financial year. Preparations are on track for the consideration of a draft Preferred Strategy for consultation and background papers by Cabinet and Council in October 2012 followed by public consultation in November 2012. A medium term financial bid has been submitted for 2013/14. Additional funding over the two financial years 2014/15 and 2015/16 will be needed to meet statutory requirements and support the preparation and examination of the LDP and commitments made in the LDP Delivery Agreement, which sets out a timetable agreed with the Assembly for preparation of the LDP. Main expenditure headings over these three years include developing evidence base studies, consultation / engagement, examination / planning Inspectorate costs, legal / other independent advice costs and publicity / printing costs. Please note these projections take into account revised timescales for preparation of the Plan, which effectively mean an additional years funding will be required. Key dates are: consultation on a Preferred Strategy in November 2012, Consultation on a Deposit Plan in October 2013, Submission for Examination in August 2014 and Adoption in October 2015. 	Jon House (Neil Hanratty)

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
	Insufficient resources. • Staff resource and monies required to undertake technical studies and other specialist advice considered necessary.				discuss cross border and consistency issues to meet the tests of soundness. Report of Findings agreed and will form a background paper to the Preferred Strategy. • A Flood Study Report to investigate fluvial food risk from reens in the Wentloog Levels has been completed and evidence presented in the report will inform the assessed candidate sites and inclusion of additional strategic site.					
ONGOING RISKS										
Budget prioritisation Annual WG settlement continues to not keep pace with growing demand for service delivery which puts pressure on budget setting process to ensure budgets are firmly aligned with Council priorities as set out in the Leading Cardiff – Building Communities document and the Corporate Plan to be developed for approval in February 2013.	Reputational / Financial / Legal / Service delivery / Stakeholder • Risk of failing to meet statutory budget setting deadlines • Risk that service delivery impacted due to decreasing resources or failure to effectively prioritise spend inline with Corporate Plan Objectives • Risk that savings identified as part of business as usual and transformation are not achieved as planned Risk that financial constraints lead to increased instances of non compliance and financial impropriety Risk that annual budget settlement frustrates medium / longer-term planning and that the cycle does not integrate with other business cycles and vice versa	A	1	High Priority	2012/13 Budget Setting • Budget set for 2012/13 therefore remaining risks in regard of this year are around carrying out effective budgetary control and additional monitoring in high risk areas. • This will include a continuation of additional Transformation Accountants support across the programmes during 2012/13. • Ongoing assurance role in respect of Internal Audit and Annual Governance Statement requirements. • Ongoing monitoring of all vacant posts as part of the Vacancy Review Panel 2013/14 Budget Setting • Ongoing monitoring of WG proposals and discussions in respect of the 2013/14 budget and specifically grants which may transfer into the settlement • Budget Strategy report presented to the July Cabinet which identified "gap" for which savings will need to be found. • Significant issues are the transfer into the 2013/14 Revenue Support Grant of the Learning Disability Resettlement Grant (LDRG), data changes around Free School Meals (FSM) and the Council Tax Support Scheme. • Briefings for key stakeholders including Members and Trade Unions • Risk and equality impact assessments to be included in budget strategy Continued emphasis on ensuring that Service Areas take responsibility for Transformation savings that are put forward for their area. • Savings in relation to Budget Cuts and Income Generation identified across all service areas. • Pressures collected from all Service Areas. • Budget savings review meetings have commenced. • Savings from Efficiencies identified as a significant risk for 2013/14 budget given lack of detail at present.	B	1	High Priority	Budget Setting 2013/14 • Continually review the Medium Term Financial Plan for changes e.g. welfare reform, including localisation of council tax support, housing subsidy changes, feed through of census figures • Monitor impact on budget strategy once provisional WG settlement is known provisional settlement due 16 th October • Update Cabinet on material changes to the MTFP and its impact on the July Cabinet Budget Strategy Report, including local affordability indicators in respect of the Capital Programme.	Christine Salter
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.	Reputational / Legal / Financial / Service delivery • Fatalities • Serious injuries • Prosecution – fines for body corporate and/ or fines/imprisonment for individual • Claims	A	1	High Priority	• Dedicated team of competent Health and Safety Advisers providing specialist advice and guidance (Christina Lloyd). • Implementation of the 'Framework for Managing Health and Safety' based on the HSE model for successful health and safety management as detailed in the Council's Health and Safety Policy (revised 2011). • The five key elements of the management system model for occupational health and safety are:- 1. Policy 2. Organising - Control, Co-operation, Communication, Competence 3. Planning 4. Measuring Performance and 5. Audit and Review (These elements encompass a wide range of actions including development and implementation of relevant policies and procedures, risk assessing, Annual Service Area Health and Safety Action Plans, corporate health and safety objectives, Service Area and Council Annual Health and Safety Reports, monitoring by Service Areas, training, consultation with trade unions through corporate and Service Area forum, accident reporting and investigation and auditing.) • Service Areas carry out suitable and sufficient risk assessments as appropriate and ensure any necessary control measures are implemented and monitored. • Health and Safety Advisers carry out a programme of health and safety audits and undertake other inspections / investigations as necessary. • Annual Business Objectives for Health and Safety Advisers. • Code of Guidance on Leading Health and Safety for Senior Managers and Headteachers included on CIS – Spring 2012. • Health and Safety Leadership Action Plan 2012/13 for all senior managers OM and above (including Head teachers)	B	1	High Priority	• Implementation of revised HS Policy (All Chief Officers) • H&S awareness sessions to Members (Christina Lloyd – 2012) • Corporate H&S objectives for 2012/13 (Christina Lloyd and All Chief Officers - to be completed by April 2013) • Business objectives for H&S Advisers for 2012/13 (Christina Lloyd - to be completed by April 2012) • Implementation of Service Area H&S Action Plans by Service Areas (All Chief Officers) • Production of Service Area HS Annual Reports 2011/12 (All Chief Officers) • All Service Areas to review management of health and safety arrangements as required by HSE (All COs March 2013) • Health and Safety Leadership Action Plan for all Senior Managers (OM and above and Headteachers) to be included in Service Area HS Action Plans 2012/13	Christine Salter (Mike Davies)
Information Governance A lack of clarity around Information governance leaves the Council exposed to Information Commissioner's intervention and financial penalties	Reputational / Financial / Legal / Service delivery / Stakeholder Leads to the Information Commissioner issuing notices of non compliance and implementing financial penalties	A	1	High Priority	• Policies around Data Protection and Information Security have been reviewed to ensure that they are understandable and written in plain language. These are now operational and compliance will be monitored • Information Governance Training Strategy approved and operational which will help to mitigate the risk of staff not understanding their responsibilities • Records Management Team based in Improvement and Information understand that Records management is the foundation for good information governance • Review Freedom of Information, Data Protection and Environmental Information Regulation processes as part of the Performance and Information Project (Transformation Programme) including the deployment of appropriate resources to support the activities.	A	2	High Priority	• Records Management policy will be reviewed and implemented early 2012/13; discussions with the 'Our Space' Project regarding records management; discussions with the Enterprise Architecture Team regarding Electronic Records and Document Management systems ongoing. • Intranet information being updated and an Information Governance page/button has been set up. • Working with the Our Space Project to audit and assist services that are moving accommodation to improve their records management. Current Issues • Performance & Information Project overrunning timescales planned • Still major issues with Data Protection in terms of breaches continuing • Compliance with timescales and the number of FOI/EIR/SAR outstanding raised by ICO and is being monitored closely • ICO investigation has concluded that there is to be no further action at this time. However the Council's compliance and performance is being monitored closely	Christine Salter (Mike Davies)

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
<p>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 looked after and/or receive other services to support families and carers to care for them.</p>	<p>Reputational / Social / Legal / Financial / Stakeholders / Service delivery</p> <ul style="list-style-type: none"> • Timeliness and quality of assessments and interventions to safeguard and promote children's welfare is compromised • Achievement of good outcomes for children is compromised • Shortage of appropriate services including placements, • Inability to meet key objective and targets. • Budget pressures • Increase in legal proceedings to safeguard children resulting in increased pressure on legal services. 	B	1	High Priority	<ul style="list-style-type: none"> • Introduction of weekly reporting of activity levels for intake and assessment of referrals • Inter-agency matching needs & resources panel, close monitoring of decision making. • Care proceedings panel with legal services • Interagency out of area placement panel • Improving quality and range of family support interventions in collaboration with partners • Action to Increase use of special guardianship where appropriate. • Use of family group conferences. • Timely reviews of care plans for looked after children and children included on CPR • Development/implementation of inter-agency strategies for delivery of services for disabled children and children with autism. • Engagement in new approaches to commissioning through collaborative work with Vale of Glamorgan and C&VUHB, other services/agencies/authorities, to ensure availability of services to meet needs and achieve value for money • Increased social worker capacity. <p>Service assessment and Inspection regime of regulated services, including use of self assessments.</p>	B	2	High Priority	<ul style="list-style-type: none"> • Maintain existing controls unless evidenced to be ineffective (Ongoing) • Continue to optimise match between deployment of staff and distribution of workload. • Continued collaboration with other services/agencies/authorities to improve safeguards for children and increase availability of appropriate range of cost effective services to meet needs including joint commissioning and procurement of appropriate services • Increased compliance with review arrangements for children in need cases using ICS. • Continued implementation of disabled children and autism strategies • Audit of supervision arrangements • Continued implementation of new Looked After Children placement strategy including review of use of residential care and development to in-house fostering service • Implementation of Integrated Family Support Services • Targeted provision of key training for example re Child Protection Investigation (including Achieving Best Evidence), Implementation of Public Law changes (following Family Justice Review and building on the PLO) and use of legal proceedings, training for staff working in children's homes. • Strengthen use of self assessment as part of inspection regime for regulated services • Monitor impact of new approaches to commissioning 	<p>Andrew Kerr</p> <p>(Nick Jarman & Maria Michael)</p>
<p>Adults Changing demographics and increasing expectations of vulnerable people put more pressure on services, increasing risk of service failure. This will impact on the health and wellbeing of the most vulnerable.</p>	<p>Reputational / Legal / Financial / Social / Stakeholder / Service delivery</p> <ul style="list-style-type: none"> -Increased pressures from partners, especially Health – due to delays -increased demand on future services -Risk of external intervention -Increase in delayed transfers -Increase in number of adults waiting for an assessment -Increase in POVA referrals 	B	1	High Priority	<ul style="list-style-type: none"> • Management continue to review all aspects of the service in liaison with finance, to ensure effective budgetary control • There is proactive monitoring of performance and key indicators that link to risks. • POVA reviews to ensure compliance with national standards • Current case management systems • Continue to progress Integration with Health, with partnerships • Partnership/Governance arrangements for mental health, Learning Disabilities and frail older people • Development of integrated complex hospital discharge team across Cardiff, The VOG and the UHB. • Draft Commissioning Strategies in place for Physical Disabilities and Older People • Stronger Team Work which brings together health and social care working. In particular, around families with complex needs, transition and older people • Jointly led reablement services between social services and health e.g. the key role of our occupational therapists • Longer Term support for older people with an expectation to maximise recovery. 	B	2	High Priority	<ul style="list-style-type: none"> • The ACM Project will move into phase 2 with an emphasis on the redesign of service delivery, focused on outcomes, choice and control. An increase in the uptake of Direct Payments is seen as a critical element of this development. • Development of an Integrated Complex Hospital discharge team across Cardiff, VOG and the UHB. • A remodelled approach to enhance integrated discharge arrangements. • Plans are in place to consolidate safeguarding arrangements across the Service Area • Continued proactive engagement with Health for stronger collaborative working in relation to performance • Regularly reviewing all internal processes in short-term services to identify blocks to efficiency <p>It is recognised that there are still major challenges that are being addressed including:</p> <ul style="list-style-type: none"> • increasing demand of complex care situations for ACM Service • ongoing pressures across the health sector relating to delayed discharges • increasing expectations of citizens for greater choice and control over the support they receive • Pressure of the economic climate and reduction in public sector resources <p>We acknowledge that this is a major risk that we have been reporting on during the last three quarters; however it is a major risk that is impacting on the Service Area. There are a number of improvement actions that we are still working on such as:</p> <ul style="list-style-type: none"> • Promotion of information and advice services with the development of an information hub for social care • Lessening of over bureaucratic approach to assessment • Focus on evidence based practice. <p>All of the above will further help Adult Services mitigate this major Corporate risk</p>	<p>Andrew Kerr</p> <p>(Nick Jarman & Mike Murphy)</p>
<p>Change Projects fail to be delivered due to reprioritisation of resources or the Council cannot change the way it delivers services in line with its vision to achieve large-scale change to deliver efficiency savings and service improvements</p>	<p>Reputational / Financial / Legal / Service delivery / Stakeholders / Partnerships / Customer</p> <ul style="list-style-type: none"> • Delay in achieving service improvements and/or savings required • Services are not improved • Corporate objectives not achieved. Not able to develop links between delivery of Council objectives and operational activity, insufficient support and information for members. • Lost opportunity for more effective service delivery, improved value for money and reinvestment of human and financial resources. • Non-delivery of sufficient savings through change / service improvement would necessitate savings to be made via other means (e.g. top slice budgets etc.) • Significant instability. 	B	1	High Priority	<ul style="list-style-type: none"> • Governance arrangements established including Portfolio Management Board, chaired by the Chief Operating Officer and Programme Boards, chaired by the Senior Responsible Officers to ensure the Portfolio is delivered • Disciplined approach, where risk assessment forms an integral part • Programmes initiated with dedicated resources • Programme Managers matrix-manage project teams, including Project Managers, Business Analysts and Support Officers • Experienced gained by managing programmes and projects over a number of years, building on lessons learned • Building capacity and capability across the organisation through skills transfer and shadowing external advisors, using the Cardiff Academy and through PP&DRs and Individual Development Plans for all internal SDT staff • Structured approach to Benefit Realisation Management, whilst Portfolio Management Board hold responsibility for monitoring and tracking benefit delivery • BCM role and responsibilities (to deliver business change and benefit realisation) to be written into the Job Description and PP&DRs of senior managers • Appropriate engagement and stakeholder management, including Unions briefed and consulted with fortnightly at Portfolio, Programme and Project level and regular updates for PRAP, Scrutiny and Internal Audit • Monthly performance reporting to be developed in line with cabinet requirements. • Portfolio Communications Plan developed • Shaping the Future website implemented and staff information to improve communications • Marsh commissioned to undertake independent review on risk management within the Portfolio and subsequent Action Plan developed • Aspire commissioned to undertake P3M3 Portfolio maturity review 	B	2	High Priority	<ul style="list-style-type: none"> • SLT have agreed to adopt a functional-view business architecture model as the basis to shape the "new" organisation and, therefore, the Portfolio will undergo a restructure • Programme visions to be developed and used to drive the Programmes • It is the intention to create a permanent core team of Programme / Project delivery personnel, supported by secondments • Continuing Programme and Project assurance by the TMO • Further strengthen medium-long term planning to improve resource management, prioritisation / sequencing and benefit realisation • Embedding change roles with managers' and senior executives' objectives to ensure delivery and corporate alignment • SROs to work closely with BCMs / BOs and service areas to ensure benefit realisation targets incorporated into service plans and PP&DRs appropriately • Introducing tighter scope control mechanisms • Adopting a stronger / more robust approach to Business Planning and Business Cases for transformational activity • Continued implementation of the knowledge management strategy • SROs to ensure Cabinet members are fully briefed regarding Projects affecting their portfolios. • Develop further working relationships and involvement with internal Audit to ensure operational risks associated with change are understood, identified and managed for business continuity • Review Portfolio Communications Plan once the Portfolio re-structure is complete, whilst Programme and Project level Communications Plans will also be developed • Adopt relevant actions from the P3M3 and Risk Management reviews 	<p>Andrew Kerr</p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
<p>Climate Change Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development.</p>	<p>Reputational / Financial / Stakeholder / Service delivery / Legal / Partnership / Community / Health & Safety</p> <p>Flooding & increased frequency and severity of storm events:</p> <ul style="list-style-type: none"> • Loss of life and personal injury • Direct damage to property, infrastructure and utilities • Contamination and disease from flood and sewer water and flood on contaminated land • Increased costs of insurance • Break up of community and social cohesion • Blight of land and development <p>Increased summer temperatures:</p> <ul style="list-style-type: none"> • An increase in heat related discomfort, illness and death, increasing pressure on health and emergency services • An increase in demand for limited water supplies • Damage to temperature sensitive infrastructure (transport systems, electrical systems). • Migration of biodiversity. 	B	1	High Priority	<p>Emergency Management Unit</p> <ul style="list-style-type: none"> • Cardiff Council Emergency Management Unit is working with Utility (including Dwr Cymru) and Telecom companies to ensure planning is carried out with consideration of flood risk. • Cardiff Area Community Risk Register is developed by the Cardiff Area Risk Group (ongoing with added impetus of Olympics preparation). • Cardiff Area flood group meet regularly to exchange information, this group consists of EAW, Met Office, Emergency Services and Council Departments with a response to flooding. • Cardiff Council Emergency Management Unit are carrying out a large and long term communication strategy in Cardiff in conjunction with partner agencies, mainly the Environment Agency, highlighting flood awareness alongside other emergency eventualities and how residents, businesses and communities can be aware of the risks in their area and hence better prepare for them should that risk materialise. • Emergency Management Unit maintain up to date flood warning information from the Environment Agency Wales on the Council C Maps and Map Info system. climate change related issues are addressed in corporate and service area business plans. <p>Energy Management Unit</p> <ul style="list-style-type: none"> • The Energy Management Team, in conjunction with Service Areas continues to promote initiatives to reduce energy consumption and carbon emissions, with the establishment of various loan funds, coupled with capital bids and allocations. • Renewables – October 2011 EBM considered Wind and Solar PV Opportunities in the Council Estate and approved the recommendations. <p>Planning</p> <ul style="list-style-type: none"> • Flood Consequence Assessment to inform LDP process (ongoing). • A Flood Study Report to investigate fluvial food risk from reens in the Wentloog Levels completed to inform the assessed candidate sites. • Compliance with WAG TAN 15 (Development & Flood Risk - 2004) is already part of the planning process. <p>Sustainable Development Unit</p> <ul style="list-style-type: none"> • Carbon Lite Cardiff Vision Forum project - Carbon Lite Cardiff Action Plan • Changing Climate, Changing Places pilot project. • Further guidance to be disseminated to service areas on climate change issues as and when new information becomes available. • Share learning experiences of climate change related risks with Integrated Strategy partners as and when information becomes available. 	B	1	High Priority	<ul style="list-style-type: none"> • A Local Flood Risk Management Strategy to be produced by the end of 2012 based on WG's Flood & Coastal Risk Strategy guidance. Which integrates; the PFRA, a coastal protection strategy, stakeholder communications and set a clear corporate approach to flood management and risk was presented to the Environmental Scrutiny on 2 Oct 2012, the committee in considering the report will forward comments to Cabinet for consideration. • The proposal to further progress Surface Water modelling further in line with national guidance and deadlines to inform the Cardiff Area Flood Plan awaits the next guidance from the Welsh Government • To consider the long term planning implications for coastal protection owned/managed by the Council (will be considered under the Local Flood Risk Management Strategy). • Identify where flood risk information is in place for key social and civil infrastructure and identify where there are gaps (i.e. contaminated land).The Flood Regulations 2009 require Flood Hazard & Risk Maps to be produced showing impact and extent of future significant flood events (City Services by June 2015) • To consider flood risks recognised in the Community Risk Register in the Community Planning/Integrated Partnership process. Community resilience workshops continue in high risk areas <p>Planning</p> <ul style="list-style-type: none"> • To prepare a report for Senior Leadership Team on climate change resilience which will include recommendations and improvement actions on heat planning and flooding (to include JC work) (delay due to awaiting publication of guidance from WG – later in 2012 and further WLGA support to produce the report). Climate change resilience report undergoing internal consultation with services included in the draft strategic action plan. <p>Sustainable Development Unit</p> <ul style="list-style-type: none"> • Climate change related issues to inform corporate financial systems and corporate & community planning – WLGA SD Framework bid successful and assistance provided to develop corporate resilience Performance Indicator, mainly research into sector specific best practice. Meetings held with Performance and Improvement Centre and PI anticipated to be included in 2013/14 business planning cycle (proposed three part PI covering three years and including assets, policy / strategy, and infrastructure). 	Andrew Kerr (Tara King)
<p>Legal Compliance Changes in services and staff roles across the Council resulting in gaps in Council wide legal knowledge especially in regard to powers, responsibilities, and delegated authority increasing the demands placed on the legal department.</p>	<p>Reputational / Legal / Financial / Environmental / Stakeholder / Service delivery</p> <ul style="list-style-type: none"> • Council decisions challenged • Major incidence. • Adverse press/media reaction • Increased costs on external legal support • Lack of timely and quality legal advice 	B	2	High Priority	<ul style="list-style-type: none"> • Professional internal legal advice provided to a high standard • Legal on line library resources • Staff briefings and professional training • Dedicated officers in specialist areas e.g. equalities • Access to external barristers, framework contract • Appropriate use of South Wales Legal Consortium external legal services • Legal and Democratic Services repositioned in the senior management structure • Decision making process, including legal implications on all reports. 	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> • Prioritisation of work to make best use of internal expertise • Use of legal service income to contribute to funding dedicated post/s for transformation procurement work • Exploring collaboration with other legal services • Reviewing working protocol with clients • Legal and Democratic providing further training and raising awareness for client service areas 	Christine Salter (Melanie Clay)
<p>Fraud Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched</p>	<p>Reputational / Financial / Legal / Service delivery / Stakeholder</p> <ul style="list-style-type: none"> • Increase in frauds and losses to the Council. • Reputational risk as more frauds are reported • Increased time investigating suspected fraud cases 	B	2	High Priority	<ul style="list-style-type: none"> • Financial Procedure Rules, Contract Procedure Rules for staff to follow. • Proactive work of the Internal Audit teams • Professionally trained investigators to advise and investigate as appropriate • Audit Panel responsibility over governance arrangements • Wales Audit Office • Procurement team monitor spend and compliance with procedure rules • Management awareness as voluntary severance business cases are constructed and restructures considered. • Regular briefing note to the Chief Executive • Regular reports to the Audit Committee • Anti-Fraud, Anti Corruption and Bribery Policy reviewed and updated to incorporate the Bribery Act. Approved by Constitution Committee in January 2012 along with the Anti-Money Laundering Policy. 	B	3	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> • Continued vigilance • Continue to provide the Chief Executive with regular briefing notes • Continue to produce regular reports for Audit Committee • Increased role and awareness once the 'discipline' module goes live in DigiGov. • Internal Audit working with TMO to identify potential control weaknesses. 	Christine Salter
<p>Asset Management Ineffective management and use of Council assets and lack of corporate recognition</p>	<p>Reputational / Legal / Financial / Health & Safety / Stakeholders</p> <ul style="list-style-type: none"> • Poor use of assets / VFM. • Lost opportunity for capital receipts. • Increased maintenance. • Prosecutions / fines. 	B	2	High Priority	<ul style="list-style-type: none"> • Office accommodation Business Plan approved at February 2012 Executive. • Updated Corporate Asset Management Plan was approved by Executive in June 2011. A refreshed Plan was presented to Cabinet in October 2012. • Asset management working methodology developed and Asset Management Board and Working Group now working to raise property profile and introduce more structured, disciplined approach to management of property. • Property Condition Surveys – replaced by rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings • Carbon Management / Energy Efficiency - Certificates / General Awareness / Introduction of Energy Renewables Strategy. • Within the Transformational Portfolio there is a Land and Buildings Programme which has developed a rationalisation office accommodation strategy, further promoted effective asset management planning, and has recently completed a review of Non Operational Property. A review of strategic property management arrangements and structures has also recently been completed for early consideration by senior management. 	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> • Office accommodation Business Plan approved at Feb 2012 Executive. Now into implementation which will be spread over the next three financial years, the plan is currently being refreshed and developed. • Work on the review of Strategic Property Management continues and likely to be taken into account in senior management restructuring initiative. • Review of Non Operational Property - the report is to be taken to Cabinet December 2012. • Further raise property profile through the ongoing work of the Asset Management Board and Working Group. Continue to publicise and promote Asset Management Planning best practice. 	Christine Salter

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
Business Continuity Large scale incident/loss affecting the delivery of services	Reputational / Legal / Financial / Stakeholder / Service delivery / Health & safety <ul style="list-style-type: none"> Inability to operate in a timely and efficient manner. Potential impact on health and safety. Impact on key services to the public. Inability to meet business obligations e.g. partnership arrangements. 	B	1	High Priority	<ul style="list-style-type: none"> The Council has a BCM Champion & BCM Sponsor who is actively supporting the BCM Programme. We have an approved Business Continuity Policy, that now available on CIS. BCM Intranet web page. BCM toolkit is now available on CIS allowing all service managers to develop an appropriate BCM response for their services allowing future effective maintenance and audit. BCM workshops are now available from the BC Officer on request. The Council has employed a Business Continuity Officer (appointed October 2010). The officer now holds the Certificate of the Business Continuity Institute and is a BS25999 lead auditor. The Council has worked with Marsh to complete a corporate exercise to identify and prioritise all activities. Marsh conducted a follow up BCM session at CMB on the 24th May 2011 which concluded the work on prioritising and classifying all of the Councils activities. This was the end of the current work programme with Marsh. The Business Continuity Officer now sits on the Our Space project team to help the council manage the risk associated with the reduction in work space which will be the result of the Our Space transformation project. A partnership approach between the Emergency Management Unit and the Corporate Risk Steering Group is helping to raise awareness and drive forward the BCM programme. 81 % of our most time critical activities (REDS) now have Business Continuity plans which have met, or are going through, audit. The Council now has a 24 hour Incident Management structure for Gold and Silver Officers. 	C	1	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> It was agreed at CMB on the 24th May 2011 that all Service Areas would develop and implement BCM plans for the most time critical activities (REDS) by December 2011. This responsibility sits with Chief Officers and Heads of Service. This work is ongoing with the final 6 Red activity owners developing effective Business Continuity plans, which when completed will further significantly enhance our resilience as an authority. The Emergency Management Unit is developing an Incident Management Plan to ensure we are compliant with BS25999-2 by April 2013. The BC Officer is working closely with Facilities Management to ensure they have effective plans in place to help manage possible business disruptions to our four core buildings. Continue to promote the need for the Our Space Project to incorporate a solution to manage the risk and impact of loss of work space effectively, to limit impact on the provision of council services should there be a business continuity incident. This would probably be best achieved through roll out of an effective mobile working solution (Huw Owen May 2012) Work with internal services to ensure our core infrastructure is as resilient as practical to support a resilient and effective delivery of essential ICT services and the effective planning for recovery of critical IT services after an incident that affects our IT. Work with the teams involved with looking at the potential of using alternative delivery models for council services. Identifying risks associated with alternative delivery models for specific services and recommend potential risk management solutions for implementation, to protect the delivery of our most critical services. 	Christine Salter & Martin Hamilton
Energy Security Inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	Reputational / Financial / Stakeholder / Service delivery / Legal / Partnership / Community <ul style="list-style-type: none"> Inability to deliver public services Decrease in economic output Disruption to the supply of utilities Increased transport costs Increased costs for heating / providing services to buildings Increased fuel poverty 	B	1	High Priority	<ul style="list-style-type: none"> The Council procures competitive energy contracts through the Welsh Purchasing Consortium and can do little more to affect this issue. Key sites are fitted with back up generators for short term issues. Council Carbon Management Programme 	C	1	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> Service areas with particularly high energy demands to engage fully with the Council's Carbon Management Programme. Promote development of local power generation within city boundaries and with neighbouring LAs. Energy security related issues to inform corporate financial systems and corporate & community planning. Further guidance to be disseminated to service areas on energy security issues 	Christine Salter
Performance Management Performance management is not fully embedded and understood in the culture of the Authority.	Reputational / Service delivery / Stakeholder <ul style="list-style-type: none"> The strategic and corporate level changes do not have the intended impact because they are not fully embedded in operational practices. Council unable to accelerate performance improvement as planned/desired. <p><u>Outcome Agreement</u></p> <ul style="list-style-type: none"> Inability of the Council to demonstrate improvement in line with WAG Strategic themes could lead to loss of £3.14m government funding and potential loss of flexibility around hypothecated grants 	B	2	High Priority	<p>The current Corporate Plan will be reviewed as part of the establishment of the Administration's priorities during the Autumn with the new Plan timetabled to be approved alongside the Budget. This approach is also linked to the requirements under the Local Government (Wales) Measure 2009 which came into force in 2010.</p> <ul style="list-style-type: none"> The performance reporting framework was revised in 2010 to be focussed on an exception basis. The reporting of performance information to Cabinet is currently being developed. Regular meetings held between WAO and Improvement and Information Team to ensure that there is a more formal monitoring of regulatory activities across the Council as well as reviewing progress against improvement suggestions and recommendations made in their inspections and audit reports. This regular dialogue will also help in moving towards more proportionate regulatory activity under the Local Government (Wales) Measure 2009. The performance of individual staff is planned and monitored through PP&DR's and the effectiveness of the current approach has been reviewed and a revised scheme was implemented during 2011. <p>An Interim Performance Management Advisor produced a diagnostic report in February 2011 to take Performance Management forward and deliver:-</p> <ul style="list-style-type: none"> a revised Performance Management process and product linked to the revised PP&D Scheme a revised staffing structure across the Council to support the revised approach <p>The implementation of the findings is being managed through the 'Performance and Information Management' Project.</p> <p><u>Outcome Agreement</u></p> <ul style="list-style-type: none"> The current Corporate Plan is structured around the 7 outcomes agreed by all partners in the city and which can be mapped against WAG's strategic themes. Action Plans to deliver the content of the Outcome Agreement have been agreed by both WAG and the Council. Payment of the Outcome Agreement Grant based on an evaluation of our performance however there are ongoing problems with service areas participation in providing evidence for the annual evaluation 	B	3	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> As part of the original scope of the Performance and Information Management Project requirements for a performance management software application were discussed with TCS and other providers. A revision to the scope of the project has meant that this is on hold until the deployment of resources has been completed. Implement the findings of the Diagnostic Report and a new staffing structure through the Performance and Information Management Project. The implementation phase not yet commenced and the revised target of July 2012 (which was challenging) as agreed by Programme Management Board was not met. Work is ongoing to establish a fit for purpose deployment strategy for the changing shape of the management structure Work on the new Corporate Plan for the new Administration will commence during the Autumn and an interim 1 year plan has been put in place outlining any significant changes to the direction of the approved 12/14 Plan <p><u>Outcome Agreement</u></p> <ul style="list-style-type: none"> Revised performance management arrangements for the components of the Agreement implemented to ensure that evidence available to satisfy WAG evaluation for level of grant payment. WG's evaluation of performance for 2010/11 completed and 100% of OAG secured. Internal evaluation for 2011/12 performance underway and will be submitted in accordance with WG's timescales. <p>A lack of continuity arrangements in place where officers have left the authority during the year has led to issues with data collection and evaluation of performance</p>	Christine Salter (Mike Davies)
Workforce Planning Importance of forecasting and planning to building capability and capacity is not recognised and is not fully embedded.	Reputational / Financial / Stakeholder / Service delivery <ul style="list-style-type: none"> Poor service delivery due to ineffective use of resources. Loss of resources and recruitment problems. Poor morale Loss of experienced staff members including managers Reduce the likelihood of attracting high calibre managers to Cardiff Council 	B	3	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> Flexible retirement policy agreed and implemented A Workforce Planning Project (PL04) forms one of the projects within the People and Leadership Programme: Arrival of external expertise in mid-Feb 2011 to work with key stakeholders in the Authority to review, develop and implement the workforce planning project Workforce planning Stage 1 Design is completed producing a number of key reports outlining required next steps for workforce planning in Cardiff A number of required enablers have been outlined Workforce planning Stage 2 Development and Implementation project brief and project plans have been developed to deliver the identified enablers Specific work packages have been identified outlining the key enablers for effective workforce planning and developments of some are underway. Staff experience The Workforce Planning project continues to introduce consistent ways of describing people and jobs in the Council. Work is being carried out on linking processes that can be used for the identification and development of potential e.g. Recruitment & Selection, PPDR and Cardiff 	B	3	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> A number of enablers (Role Profiles, Post Templates, individual profiles, Behavioural and Technical Competency Frameworks) have been outlined as part of the Workforce Planning Project. These will ensure consistency in describing our people and posts. When fully implemented they will be used to map people to posts and identify the development needs of staff in line with the forecasted requirements of the Council, through its workforce planning. Workforce planning Stage 2 Development and Implementation project brief and project plans have been developed Specific work packages have been identified outlining the key enablers (Role Profiles, Post Templates, individual profiles, Behavioural and Technical Competency Frameworks) for effective workforce planning and developments of some are underway. The agreed workforce planning approach is to be used across all efficiency projects and as part of business as usual The creation of Cardiff Council Academy is enabling the Council to prioritise the development of staff to build internal capability and 	Philip Lenz

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner
					Academy and underpinning these with the Competency Frameworks				capacity for the future. This along with an improved way of recording Personal Performance and Development Reviews will help the Council to determine a process where by staff with potential can be used to build experience and expertise in areas identified through the workforce planning approach. • The workforce planning project is waiting for an agreed IT solution through which forecasting and planning can be achieved. Once this has been determined a clear process for identifying staff with potential in order to build capacity and capability in areas identified through the workforce planning approach.	
<p>Partnerships Future and existing partnerships are ineffective, do not deliver required outcome and over commit resources.</p>	<p>Statutory Partnerships • The 'What Matters' 10 year Integrated Partnership Strategy (encompassing Community Strategy; Health, Social Care & Wellbeing Strategy; Children & Young People's Plan and Community Safety Strategic Assessment) is not embedded in individual partner business plans resulting in little progress being delivered. • Partnership delivery arrangements are not robust to effectively deliver the 'What Matters' desired outcomes or hold partners to account for performance. • Unable to fulfil statutory requirements and strategic objectives • Unable to improve the strategic leadership of joint working between the Council and the Children & Young People's partnership or effectiveness of partnership planning in line with Estyn's January 2011 Recommendations • The introduction of the Police and Crime Commissioner will present a challenge of integrating local priorities in relation to community safety with potentially divergent regional priorities.</p> <p>Regional Collaboration • Delay in development of collaboration arrangements with the Vale of Glamorgan may result in missed opportunities to increase efficiency and effectiveness of service delivery • Grouping with Vale may not be conducive to delivering urban solutions due to different priorities/challenges facing both areas. • Delay in identifying an appropriate Education Consortium arrangement may affect the ability of the Council to respond effectively to the Post Inspection Action Plan drawn up following the Estyn Inspection in Jan 2011, respond positively to the WAG work on the 'banding' of schools and put at risk a number of significant WAG grant funding streams which are meant to be delivered via consortium arrangements. • Ongoing implementation of Simpson report will influence delivery models required by WAG in future which could influence future service redesign / target operating models of the Council</p>	B	1	High Priority	<p>Statutory Partnerships • Wide range of stakeholder consultation and engagement events held to develop the 'What Matters' Strategy to ensure ownership of key partners. • A new Cardiff Partnership Board (CPB) was established to ensure effective delivery of the Strategy in a more integrated and effective way. This is chaired by the Council's Chief Executive. The new CPB is prioritising 'Youth Engagement' (including improvement of functional literacy and numeracy rates; supporting basic skills for employment); Early year's intervention; Vulnerable Families and Disabled Children & Young People as the work streams requiring strategic ownership by partners to improve outcomes. • CPB Scrutiny arrangements have been revised to reflect new scope of the partnership activity in relation to <i>What Matters</i> Partnership Strategy – the first formal meeting of the new Panel took place on 2nd October • Regular discussions are being held with WG to ensure that they are content with the approach being adopted by Cardiff and the new arrangements satisfy statutory requirements.</p> <p>Regional Collaboration • Integrating Health & Social Care programme board provides mechanism at senior level across Cardiff & Vale to agree and align priorities • South East Wales Regional Board provides elected member and CEX engagement in the SE Wales debate regarding regional priorities/delivery models and implications of the implementation of the Simpson review. • The Education Service are working with the Council's in the South Central Consortium to examine the business case for collaboration • The Council's Executive agreed the Compact for Change between the WG and local government at the EBM on 16th February.</p>	C	2	Medium Priority (Red/Amber)	<p>Statutory Partnerships • Exploring options through the Cardiff Partnership Board (CPB) for increasing the provision of joined up public services e.g. sharing property, greater neighbourhood & locality working, integrated business intelligence and service planning. • New Programme arrangements for the Cardiff Partnership Board have been established to performance manage the new work streams – the first highlight reports were reported to the CPB in March 2012 and have been reported on a monthly basis since. • A mapping exercise of business intelligence resources across the Council has been undertaken to identify a virtual network. Link have also been made with partners to establish a multi-agency virtual team. • A new joint commissioning framework for partnership activity is being developed in line with the Council's Commissioning Strategy. The new framework will use Families First to develop an outcomes based commissioning approach which focuses on need across the city. • New WG statutory guidance has been published which advocates the integrated partnership plan approach which Cardiff has already adopted.</p> <p>Regional Collaboration • Ongoing engagement of members and officers though WLGA and SOLACE meetings to inform future delivery models • Alignment of the IHSC Programme and the Cardiff Partnership Board work streams to ensure consistency of approach • Options for collaboration with the Vale are continuing to be explored through the Public Service Leadership Group, of which the Council's CEX is a member. Any collaboration is subject to a clear business case of delivering benefits for both partners.</p>	Sarah McGill

CABINET MEETING: 6 DECEMBER 2012

CORPORATE RISK REGISTER

**REPORT OF CORPORATE CHIEF OFFICER (CORPORATE
SERVICES & SECTION 151 OFFICER)**

AGENDA ITEM:14

PORTFOLIO: FINANCE, BUSINESS & LOCAL ECONOMY

Reason for this Report

1. To bring the Corporate Risk Register (CRR) to the attention of the Cabinet, in order to consider the strategic risks facing the Council.

Background

2. In order to support arrangements for good corporate governance it is necessary for the Council to have a clear statement of its overall position in relation to corporate risks which are reviewed on a regular basis and brought before the Cabinet biannually.
3. The CRR should identify the main risks facing the Council so that elected members and senior management can make informed decisions and prioritise actions, with these high level risks in mind. The process followed is to identify the risk and then to address it through the control environment and mitigations in place or planned within the Council. This exercise results in a residual risk score which should demonstrate the effectiveness of the controls in place to manage the risk.
4. The Cabinet last considered the CRR at their July 2012 meeting. The register continues to be updated quarterly and presented to the Senior Leadership Team (SLT) to obtain their agreement. On this occasion the register has been updated to reflect the mid year point. The CRR is a key governance document and the intention is to continue to bring the CRR to the attention of Cabinet on a biannual basis.

Issues

5. The CRR is made up of twenty three risks all of which are assigned to Corporate Chief Officer level or above to ensure the most senior level of ownership and accountability by officers. When Cabinet last considered the register in July this reflected a year end position. Since the year end position the Chief Operating Officer has become responsible for eight

corporate risks. The twenty three risks have been separated into two categories; Event Driven Risks and Ongoing Risks.

6. Three risks have closed since the year end position; Olympic and Paralympic Games, Governance and Cardiff Bus. The Olympic and Paralympic risk was concerned with the delivery of the games, now the event has closed the risk was no longer relevant. The Cardiff Bus risk considered the implications for the Council in respect of a damages claim that had been filed in the Competition Appeal Tribunal against Cardiff City Transport Services Ltd (Cardiff Bus). This dispute has now been resolved so the risk has closed. The Governance risk considered the arrangements in place to govern the organisation through a period of change. The arrangements put in place including more regular Chief Officer Assurance Statements have reduced and therefore can be removed from this register although will be kept under review.
7. A new risk has been added to the register relating to the Social Services (Wales) Bill which considers the impact upon delivery of services to people rather than adults and children separately. Unless the Council gives full consideration to the implications of the Bill significant challenges will remain including the increasing demands on resources
8. The register does show some reduction in risk, for instance the 'Job Evaluation' risk has moved from being a high priority risk to a medium priority risk given the work that has been undertaken in the past few months. There are some areas, such as Adults, Children's Services and Health & Safety, where there will always be an element of unpredictability which merits a high priority score irrespective of how well the service is managed. For these, the important aspect is to continue to be able to demonstrate sound management, a proactive approach to mitigating the risks and a robust monitoring process.
9. The 'Change' risk has increased to a high priority risk from a medium risk due to portfolio restructuring. It is anticipated that the risk will improve by the end of the year once the restructure of efficiency projects is complete and new plans are in place. Actions are in place to help mitigate the risk and the residual risk score will be reconsidered at the next review by the Senior Leadership Team.
10. It is important to note that risks are liable to change as circumstances alter and the CRR presents the position at a point in time, the appendices to the report reflect the mid point position. The register will continue to be refreshed quarterly and the identified risk owners have a responsibility to ensure the register remains focused and relevant.
11. In order to recognise the importance of monitoring and reviewing the CRR, the Cabinet will continue to consider reports on a biannual basis. In addition, in order that there is a direct link between the Council's Risk Management process and elected members, Councillor Huw Thomas, (Cabinet Member for Sport Leisure and Culture) has taken on the role of Member Risk Management Champion. Councillor Thomas met with the Audit and Risk Manager in August to identify the risk management

arrangements in place within the Council. It will also remain necessary for individual risk owners to keep their respective Cabinet Members apprised of developments with strategic risks in a timely manner.

12. It is appreciated that there is considerable detail in the complete register and therefore two appendices are attached. Appendix A is a summarised version of the CRR which details the risk description, risks scores and risk owners while the complete register is included as Appendix B.

Reasons for Recommendations

13. To ensure that the Cabinet are aware of the strategic risks facing the Council.

Legal Implications

14. One of the benefits of identifying risk is that mitigation measures may be taken if appropriate and consequently successful claims against the Council may be avoided altogether or reduced.

Financial Implications

15. There are no direct financial implications arising from this report. The Corporate Risk register will be used to guide the Internal Audit Plan and the Council's resource planning processes and forms an important part of the governance arrangements for the Council.

RECOMMENDATIONS

The Cabinet is recommended to note the content of the Corporate Risk Register and to have regard to its content when considering resource allocation.

CHRISTINE SALTER
Corporate Chief Officer
30 November 2012

The following Appendices are attached:

Appendix A – Summarised Risk Register
Appendix B – Corporate Risk Register

AGENDA ITEM 5 APPENDIX D

ACRONYM	DEFINITION
ACM	Assessment & Case Management
AD facility	Anaerobic Digestion facility
BCM	Business Change Manager OR Business Continuity Management
BOs	Benefit Owners
BMW	Biodegradable Municipal Waste
C21st	21 st Century Schools Programme - a long-term strategic capital investment programme aimed at creating '21st century' schools in Wales. A collaboration between the Welsh Government, Welsh Local Government Association and local authorities
CIS	Cardiff Improvement System
COT3	Central Office of Tribunals-Form 3. A legally binding document to protect the Council from future equal pay claims
CPR	Child Protection Register
CS	Central South [Education Consortium]
C&VUHB	Cardiff & Vale University Health Board
EAW	Environment Agency Wales
EIP	Education Improvement Partnership
EIR	Environmental Impact Report
ET	Employment Tribunal
FOI	Freedom of Information
GLPC scheme	Greater London Provincial Council [job evaluation] scheme
HSE	Health & Safety Executive
HWRC	Household Waste Recycling Centre
IAA	Inter Authority Agreement
ICO	Information Commissioner's Office
ICS	Integrated Children's System - a framework providing the basis for developing an electronic system for recording the interventions of social services and their partner agencies with children
IHSC	Integrated Health & Social Care
ISDS	Invitation to Submit a Detailed Solution
ISOS	Invitation to Submit Outline Solutions
JE	Job evaluation
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
P3M3	Portfolio, Programme, and Project Management Maturity Model – Cabinet Office framework with which organisations can assess their current performance and put in place improvement plans
PFRA	Preliminary Flood Risk Assessment
PLO	Public Law Outline – case management system aiming to reduce the need for care proceedings in child protection

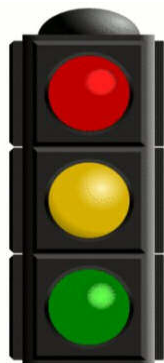
	cases and to speed up those that are necessary
POVA	Protection of Vulnerable Adults
PP&DRs	Personal Performance & Development Reviews
PQA	Project Quality Assurance - Cardiff Council's approved method of delivering projects
RSLs	Registered Social Landlords
SAR	Subject Access Request
SDT	Shared Delivery Team
SEWC	South East Wales Consortium
SLT	Senior Leadership Team
SOP	Schools Organisation Plan
SROs	Senior Responsible Officers
TMO	Transformation Management Office
VFM	Value for Money
WG	Welsh Government

Revised Risk Matrix and Definitions

April 2011



The 'traffic light' system for categorising levels of risk has been used for simplicity. The list below describes the four risk categories:



High Priority	Red - Significant management action, control, evaluation or improvements required with continued proactive monitoring.
Medium Priority	Red / Amber - Seek cost effective management action, control, evaluation or improvements with continued proactive monitoring.
Medium Priority	Amber / Green - Seek cost effective control improvements if possible and/or monitor and review regularly.
Low Priority	Green - Seek control improvements if possible and/or monitor and review.

RISK MATRIX

CONSEQUENCES

		1	2	3	4	
LIKELIHOOD	A	A1	A2	A3	A4	Likelihood: A Very Likely B Likely C Unlikely D Very Unlikely Consequences: 1 Major 2 Significant 3 Moderate 4 Minor
	B	B1	B2	B3	B4	
	C	C1	C2	C3	C4	
	D	D1	D2	D3	D4	

LIKELIHOOD

Description	Probability	Indicators
A - Very Likely	More than 75% chance of occurrence	<ul style="list-style-type: none"> Is expected to occur in most circumstances Circumstances frequently encountered - daily/weekly/monthly/annually Imminent/near miss
B - Likely	51% - 75% chance of occurrence	<ul style="list-style-type: none"> Will probably occur in many circumstances Circumstances occasionally encountered but not a persistent issue (e.g. once every couple/few years) Has happened in the past or elsewhere
C - Unlikely	10% - 50% chance of occurrence	<ul style="list-style-type: none"> Not expected to happen, but is possible (once in 3 or more years) Not known in this activity
D - Very Unlikely	Less than 10% chance of occurrence	<ul style="list-style-type: none"> May occur only in exceptional circumstances Has rarely / never happened before

See Reverse for Consequence Table

CONSEQUENCE

Description	1 - Major	2 - Significant	3 - Moderate	4 - Minor
Implications for Service and/or Achievement of Key Targets/ Objectives	<p>Major loss of service, including several important areas of service and /or protracted period.</p> <p>Service Disruption 5+ Days</p> <p>Major impact on achievement of several key targets / objectives</p>	<p>Complete loss of an important service area for a short period</p> <p>Significant effect to services in one or more areas for a period of weeks</p> <p>Service Disruption 3-5 Days</p> <p>Significant impact on achievement of a key target / objective or some impact on several</p>	<p>Moderate effect to an important service area for a short period</p> <p>Adverse effect to services in one or more areas for a period of weeks</p> <p>Service Disruption 2-3 Days</p> <p>Moderate impact on achievement of one or more targets / objectives</p>	<p>Brief disruption of important service area</p> <p>Minor effect to non-crucial service area</p> <p>Service Disruption 1 Day</p> <p>Minor impact on achievement of targets and objectives</p>
Reputation	<p>Adverse and persistent national media coverage</p> <p>Adverse central government response, involving (threat of) removal of delegated powers</p> <p>Officer(s) and/or Members forced to resign</p>	<p>Adverse publicity in professional/municipal press, affecting perception/standing in professional/local government community</p> <p>Adverse local publicity of a significant and persistent nature</p>	<p>Adverse local publicity /local public opinion aware</p> <p>Statutory prosecution of a non-serious nature</p>	<p>Contained within section/Unit or Directorate</p> <p>Complaint from individual/small group, of arguable merit</p>
Health & Safety	Fatality (ies)	<p>Incidents reportable to the HSE i.e. in summary, major injuries, over three days lost from work injuries, specified work related diseases and specified dangerous occurrences.</p> <p>Cases of other illnesses (not reportable to HSE)</p>	<p>Minor injuries.</p> <p>No time lost from work.</p>	No injuries but incident has occurred.
Failure to provide statutory duties/meet legal obligations	Multiple litigation	Litigation	Ombudsman	Individual claims
Financial	Corporate Budget re-alignment	Budget adjustment across service areas	Contained within Directorate	Contained within Service Area
Implications for Partnership (Objectives/ Schedule/ Deadlines etc)	Complete failure/breakdown of partnership	Significant impact on partnership or most of expected benefits fail	Adverse effect on partnering arrangements	Minimal impact on partnership.
Implications for the Community or the Environment	<p>Extensive, long-term impact</p> <p>Major public health / environmental incident or loss of significant community facility</p>	<p>Long-term environmental or social impact such as a chronic and / or significant discharge of pollutant</p>	<p>Short-term, local environmental or social impact such as a major fire</p>	<p>No lasting detrimental affect on the environment or the community e.g. noise, fumes, dust etc.</p>
Stakeholders	Stakeholders would be unable to pursue their rights and entitlement and may face life threatening consequences	Stakeholders would experience considerable difficulty in pursuing rights and entitlements	Some minor effects on ability of stakeholders to pursue rights and entitlements, e.g. other sources or avenues would be available to stakeholders	The interests of stakeholders would not be affected