

Risk Description	Inherent Risk	Residual Risk	Risk Owner	Cabinet Member
<b>EVENT DRIVEN RISKS</b>				
<b>Social Services and Wellbeing (Wales) Act</b> Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	High Priority B1	Medium Priority (Red/Amber) B3	Tony Young	<b>Councillor Sue Lent</b> , Deputy Leader - Early Years, Children & Families & <b>Councillor Susan Elsmore</b> Health, Housing & Wellbeing
<b>Hostile Vehicle Mitigation in Cardiff</b> Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.	High Priority B1	High Priority B1	Andrew Gregory	<b>Councillor Ramesh Patel</b> Transport, Planning & Sustainability
<b>Welfare Reform</b> That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants and restriction of social housing rents to LHA levels. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.	High Priority A2	High Priority B2	<b>Sarah McGill</b> (Jane Thomas)	<b>Councillor Susan Elsmore</b> Health, Housing & Wellbeing
<b>Waste Management</b> Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.	High Priority B1	High Priority B2	Andrew Gregory	<b>Councillor Bob Derbyshire</b> Environment
<b>Preparation of Local Development Plan</b> Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	High Priority B1	Low Priority (Achieved)	Andrew Gregory	<b>Councillor Ramesh Patel</b> Transport, Planning & Sustainability
<b>Education – Schools - SOP</b> Large scale programme with tight timescales for delivery, in context of very rapidly growing primary age school population.	High Priority B1	Medium Priority (Red/Amber) C1	<b>Nick Batchelar</b> (Janine Nightingale)	<b>Councillor Sarah Merry</b> Education
<b>Education Consortium &amp; Attainment</b> The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	High Priority B1	Medium Priority (Red/Amber) C2	<b>Nick Batchelar</b> (Angela Kent)	<b>Councillor Sarah Merry</b> Education
<b>ICT Platforms Unsuitable/ Outdated</b> The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.	High Priority A2	Medium Priority (Red/Amber) C2	<b>Christine Salter</b> (Phil Bear)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>ONGOING RISKS</b>				
<b>Budget prioritisation</b> Delivery of the statutory obligation to set a balanced annual budget and to set a Medium Term Financial Plan which takes into account statutory budget planning obligations (compounded by the risk of late settlement figures from the Welsh Government).	High Priority A1	High Priority B2	<b>Christine Salter</b> (Ian Allwood)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Financial Resilience</b> Financial resilience of the Council over the medium term, given the scale of the financial challenge ahead.	High Priority A1	High Priority B2	<b>Christine Salter</b> (Ian Allwood)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Budget Monitoring</b> Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the drawdown of reserves.	High Priority A1	High Priority B2	<b>Christine Salter</b> (Allan Evans)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Health and Safety</b> Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.	High Priority A1	High Priority B1	Christine Salter	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Climate Change &amp; Energy Security</b> Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	High Priority B1	High Priority B1	Andrew Gregory	<b>Councillor Bob Derbyshire</b> Environment
<b>Information Governance</b> Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.	High Priority A1	High Priority A2	<b>Christine Salter</b> (Vivienne Pearson)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Social Services - Costs</b> Failure to reduce the cost of delivering social services.	High Priority B1	High Priority B2	Tony Young	<b>Councillor Sue Lent</b> , Deputy Leader - Early Years, Children & Families
<b>Delayed Transfers of Care</b> Failure (with Health partners) to reduce the number of Cardiff residents experiencing delayed transfers of care.	High Priority B1	High Priority B2	Tony Young	<b>Councillor Susan Elsmore</b> Health, Housing & Wellbeing
<b>Performance Management</b> A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements.	High Priority B2	High Priority B2	<b>Christine Salter</b> (Joe Reay)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Organisation Development</b> OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.	High Priority B1	High Priority B2	<b>Christine Salter</b> (Dean Thomas)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Business Continuity</b> Large scale incident/loss affecting the delivery of services.	High Priority B1	Medium Priority (Red/Amber) C1	Christine Salter	<b>Councillor Phil Bale</b> , Leader – Economic Development & Partnerships
<b>Education – Schools Delegated Budgets</b> Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	High Priority A2	Medium Priority (Red/Amber) C2	<b>Nick Batchelar</b> (Neil Hardee)	<b>Councillor Sarah Merry</b> Education
<b>Legal Compliance</b> Changes in services and staff roles across the Council resulting in: - gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; - inability to deliver the services in accordance with all duties and responsibilities due to lack of resource: in each case leading to increased risk of challenges.  Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.	High Priority B2	Medium Priority (Red/Amber) C2	<b>Christine Salter</b> (David Marr)	<b>Councillor De'Ath</b> Skills, Safety & Engagement
<b>Fraud, Bribery and Corruption</b> Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.	High Priority B2	Medium Priority (Red/Amber) B3	Christine Salter	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Asset Management</b> Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	High Priority B2	Medium Priority (Amber/Green) D2	Neil Hanratty	<b>Councillor Phil Bale</b> , Leader – Economic Development & Partnerships
<b>Workforce Planning</b> Importance of forecasting and planning to build capability and capacity for the future is not fully recognised and embedded.	Medium Priority (Red/Amber) B3	Medium Priority (Red/Amber) B3	<b>Christine Salter</b> (Philip Lenz)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance