

Appendix 2																
Ref	Risk Description	Potential Consequence	Inherent Risk			Current Controls	Residual Risk			Proposed Management Actions	Target Risk			Risk Reduction Target Date	Owner	Key Indicators / Measures  (list the key metrics / indicators used to monitor the risk)
			Likelihood	Impact	Priority		Likelihood	Impact	Priority		Likelihood	Impact	Priority			
1	<b>PROJECT (CAPITAL AMBITION) -</b>  <b>STREET SCENE - Delivery of a Recycling Centre (North Cardiff)</b>  <b>Risk:</b> A suitable location is not found or approved by Cabinet to build a new HWRC site in North Cardiff.	<b>Consequence:</b>  - Capital Ambition statement not met causing reputation issues internally and externally to the Council.	B	3	Medium - Red / Amber	<b>Location</b> <ul style="list-style-type: none"><li>• A brief has been provided and the Service Area is currently working with Strategic Estates to identify suitable land for a Recycling Centre</li><li>• Various sites have been explored and considered - no suitable location identified to date</li></ul> <b>Review &amp; Assessment</b> <ul style="list-style-type: none"><li>• Changes to how Recycling Centres are managed came into place following the outbreak of Covid-19, in relation to a new booking system and associated controls - the booking system has shown there is currently adequate capacity for Cardiff in terms of access to a Recycling Centre, and has removed ongoing concerns from residents with regards to queueing on the highway to access the Recycling Centres.</li></ul>	B	3	Medium - Red / Amber	<b>Location</b> <ul style="list-style-type: none"><li>• Estates continue to seek out suitable locations alongside the development of any future Local Development Plans - ongoing</li><li>• Work with the Planning team to review the demographic growth profile and the impact on demands for an additional site - ongoing</li></ul> Review & Assessment <ul style="list-style-type: none"><li>• A review of Recycling Centres will be undertaken, working with Local Partnerships and Welsh Government to ascertain how best to proceed for Cardiff to meet the 70% recycling target in 2024/25. This work will develop a road-map to improve Cardiff's recycling performance - Complete</li><li>• A review of the performance of the Recycling Centres will be undertaken as part of Recycling Strategy, reviewing the controls at the recycling centres - Complete</li><li>• Considering feasibility of mobile recycling unit to support the risk whilst a site is identified - Ongoing</li></ul>	D	3	Medium - Amber / Green	12 months +	Matt Wakelam	Identification of potential sites'  'Report on Recycling Centres following control measure being put in place'  Feasibility study on mobile recycling units.
2	<b>SERVICE BASED -</b>  <b>STREET SCENE - Understanding and developing people who work for you</b>  <b>Risk:</b> The workforce demographic is not understood, exposing the service to <b>gaps in ability to deliver services</b> .  External influence of Brexit has created a National <b>shortage of Heavy Goods Vehicle drivers</b>	<b>Consequence:</b>  - Difficulty in delivering a comprehensive collection service, creating delays or cancelling of services  - Financial, and service performance suffers causing reputation issues internally and externally to the Council.	B	2	High - Red	<b>Workforce Transformation</b> <ul style="list-style-type: none"><li>• 4-day collection model providing a good work/ life balance, promoting Cardiff as a good place to work</li></ul> <b>Training &amp; Development</b> <ul style="list-style-type: none"><li>• Training &amp; development officers in place, to deliver improvements to training internally within Recycling &amp; Neighbourhood Services</li><li>• Internal development of officers with the Heavy Goods Vehicle qualification - takes 6 months to develop an officer utilising internal training. Risk should be reduced by March 2022 following initial programme of training.</li><li>• Development of a Workforce Development Plan, following the format of the Corporate model</li></ul>	D	2	Medium - Red / Amber	<b>Review &amp; Development</b> <ul style="list-style-type: none"><li>• Although a Workforce Plan and actions have been developed, a further review is required in relation to Working with Covid-19</li><li>• The demand for agile working means digital capture and processing of data will be critical, to ensure officers are able to work efficiently and effectively</li><li>• Review skills matrix, alongside working platforms to support delivery of services - to ascertain what investment is required, in both training and development of officers and Digital Systems</li><li>• The service to develop apprentices for key areas, including HGV drivers</li></ul> HGV - Promotion & Networking <ul style="list-style-type: none"><li>• Working with Into Works and Matrix to promote Cardiff in terms of HGV drivers for collections services</li></ul>	D	3	Medium - Amber / Green	6-12 months	Matt Wakelam	Heavy Good Vehicle posts vacant within service area'

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3	<b>SERVICE BASED - STREET SCENE - Management of Sickness</b>  <b>Risk:</b> Sickness levels across some frontline services creating <b>difficulties in delivering services</b> and having an adverse <b>financial impact</b> on budgets.	<b>Consequence:</b> - Financial and service performance suffers causing reputation issues internally and externally to the Council.	B		2 <b>High - Red</b>	<b>Monitoring &amp; Reporting</b> <ul style="list-style-type: none"> <li>Weekly management meetings to discuss cases - actions taken to ensure robust management of sickness</li> <li>Performance monitored across directorate to ensure line managers are implementing Attendance &amp; Wellbeing (A&amp;W) Policy</li> <li>Triggers and RTW monitored by Performance Manager and reported to SMT</li> <li>Long Term Sickness cases are being managed in accordance with A&amp;W Policy</li> <li>Quarterly SAJC meetings with sickness absence an agenda item</li> <li>APSE benchmarking exercise completed</li> <li>Sickness Challenge Sessions with CEX in December - good progress made to reduce cases</li> <li>Policy in relation to providing sick notes and attending contact meetings to be robustly managed</li> <li>Monthly senior management review of sickness, both short and long term, to ensure actions are being taken and identify any support required to support management of cases</li> </ul> <b>Training &amp; Improvement Plans</b> <ul style="list-style-type: none"> <li>Action plans are in place that are consistently implemented by line managers across the Directorate</li> <li>Mandatory A&amp;W E-learning module completed by over 90% managers (group training postponed due to Covid 19)</li> <li>Revised plan developed to tackle sickness in 'Hot Spot' areas of RNS - including: <ul style="list-style-type: none"> <li>Weekly meetings in 'hot spot' areas</li> <li>HR/RNS to ensure managers have up-to date monitoring info/ action plans</li> <li>Briefing senior managers</li> <li>Briefing supervisors - multiple sessions ongoing &amp; training via Academy</li> <li>Briefing staff</li> <li>All cases reviewed with senior manager on monthly basis</li> </ul> </li> </ul>	C		2 <b>Medium - Red / Amber</b>	<b>Monitoring &amp; Reporting</b> <ul style="list-style-type: none"> <li>Continued monitoring and review</li> <li>Ongoing review of mandatory A&amp;W E-learning compliance core data</li> <li>Sickness Challenge Sessions with the CEX (long term sick) - reviews to continue on regular basis</li> <li>Case management reviews with HR, Occupational Health and Legal in place to ensure timely management of cases.</li> </ul> <b>Training &amp; Improvement Plans</b> <ul style="list-style-type: none"> <li>Case management of individuals to be developed, to ensure robust management of sickness, in line with the Attendance &amp; Wellbeing Policy</li> <li>When sick notes are not submitted, policy to be robustly followed - to stop pay after notification letters</li> <li>Ensure any outstanding A&amp;W E-learning is undertaken by managers as necessary - ongoing</li> <li>Group training sessions to be progressed as soon as it is safe to do so</li> <li>Early intervention plan being implemented to help prevent and reduce sickness levels.</li> </ul>	D		3 <b>Medium - Amber / Green</b>	6-12 months	Matt Wakelam	Case management in place
4	<b>SERVICE BASED - STREET SCENE - NEW RISK: Business Continuity Plan (BCP) for protection and recovery of Directorate base software systems</b>  <b>Risk:</b> No security counter measures are guaranteed to prevent a cyber breach or events such as fire, wind or flood. Software managing systems impacted have no business continuity plan delaying or preventing recovery.	<b>Consequence:</b> - Financial and service performance suffers causing reputation issues internally and externally to the Council. Some systems failure could impact health & safety and emergency resilience in Cardiff.	B		2 <b>High - Red</b>	<b>Monitoring &amp; Reporting</b>  <b>Mixed controls in place - more recent systems have better controls than older systems.</b>  Controls to be in place: <ul style="list-style-type: none"> <li>Directorate business continuity plans (BCP) cover all technology systems which are critical to the service.</li> <li>Record of Processing Activity (RoPA) register populated</li> <li>Procurement process ensures adequate cyber security controls</li> </ul>	C		2 <b>Medium - Red / Amber</b>	<b>Monitoring &amp; Reporting</b> <ul style="list-style-type: none"> <li>A list of Directorate based software systems within PTE and RNS is continuing to be populated</li> <li>Review current software systems to ensure they are meeting service requirements</li> <li>Develop risk based management of systems and where identified business continuity plans - ongoing</li> </ul> <b>Training &amp; Improvement Plans</b> <ul style="list-style-type: none"> <li>Identify good practice business continuity plans - ongoing</li> <li>Improve awareness and training in business continuity planning - ongoing</li> </ul>	D		3 <b>Medium - Amber / Green</b>	6-12 months	Matt Wakelam	Directorate software system list and impacts if system not working'  'Business continuity plans for software systems'