

| Risk Description | Inherent Risk | Residual Risk | Risk Owner | Cabinet Member |
|--|--------------------------------|--------------------------------|--|---|
| EVENT DRIVEN RISKS | | | | |
| Social Services and Wellbeing (Wales) Act Failure to implement the Social Services & Wellbeing (Wales) Act 2014. | High Priority B1 | Medium Priority (Red/Amber) B3 | Tony Young | Councillor Sue Lent, Deputy Leader - Early Years, Children & Families & Councillor Susan Elsmore Health, Housing & Wellbeing |
| Hostile Vehicle Mitigation in Cardiff Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it. | High Priority B1 | High Priority B1 | Andrew Gregory | Councillor Ramesh Patel Transport, Planning & Sustainability |
| 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. This risk is increased by the 2015 Budget which announced further welfare benefit cuts and introduction of Universal Credit from Nov 2015. | High Priority A2 | High Priority B2 | Sarah McGill (Jane Thomas) | Councillor Susan Elsmore Health, Housing & Wellbeing |
| Waste Management Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment. | High Priority B1 | High Priority B2 | Andrew Gregory | Councillor Bob Derbyshire Environment |
| Preparation of Local Development Plan Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable. | High Priority B1 | Medium Priority (Red/Amber) C1 | Andrew Gregory | Councillor Ramesh Patel Transport, Planning & Sustainability |
| Education – Schools - SOP Very ambitious timescales for project delivery, by a lean team, with restricted capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population. | High Priority B1 | High Priority B2 | Nick Batchelar (Janine Nightingale) | Councillor Julia Magill Education & Skills |
| Education Consortium & Attainment The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate. | High Priority B1 | High Priority B2 | Nick Batchelar (Angela Kent) | Councillor Julia Magill Education & Skills |
| ICT Platforms Unsuitable/ Outdated The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems. | High Priority A2 | Medium Priority (Red/Amber) C2 | Christine Salter (Phil Bear) | Councillor Graham Hinchey Corporate Services & Performance |
| ONGOING RISKS | | | | |
| Budget prioritisation The delivery of a balanced budget for 2016/17 alongside the deliverability of further significant savings over the life of the Medium Term Financial Plan Strong indication from Welsh Government that provisional settlement figure will not be received until December 2015 leaving very little time to react to any unanticipated settlement figures. Also, current indications are that the final settlement will not be announced until March 2016. | High Priority A1 | High Priority A1 | Christine Salter (Ian Allwood) | Councillor Graham Hinchey Corporate Services & Performance |
| Financial Resilience The financial resilience of the Council is likely to reduce over the medium term, given the scale of the financial challenge ahead. | High Priority A1 | High Priority A1 | Christine Salter (Ian Allwood) | Councillor Graham Hinchey Corporate Services & Performance |
| Budget Monitoring 2015/16 The Council's 2015/16 Budget included budget savings of £35.96 million of which £3.487m was identified as a capitalisation direction. £32.473 million were identified by directorates. Whilst lower than the £48.6 million identified for 2014/15 this level of in-year savings continues to pose a significant risk to the budget monitoring and the achievement of a balanced spending position for the financial year. At the time the budget was set the achievability risk ratings for the directorate savings identified that of the £32.473 million £10.23 million was rated red or red / amber with £5.854 million proposals still at a general planning stage. In the outturn report for 2014/15 £7.543 million of savings accepted had not yet been achieved which needed to be addressed in 2015/16. | High Priority A1 | High Priority B1 | Christine Salter (Allan Evans) | Councillor Graham Hinchey Corporate Services & Performance |
| Health and Safety Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council. | High Priority A1 | High Priority B1 | Christine Salter (Christina Lloyd) | Councillor Graham Hinchey Corporate Services & Performance |
| Climate Change & Energy Security Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply. | High Priority B1 | High Priority B1 | Andrew Gregory | Councillor Bob Derbyshire Environment |
| Information Governance Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools. | High Priority A1 | High Priority A2 | Christine Salter (Vivienne Pearson) | Councillor Graham Hinchey Corporate Services & Performance |
| Social Services - Costs Failure to reduce the cost of delivering social services. | High Priority B1 | High Priority B2 | Tony Young | Councillor Sue Lent, Deputy Leader - Early Years, Children & Families |
| Delayed Transfers of Care Failure (with Health partners) to reduce the number of Cardiff residents experiencing delayed transfers of care. | High Priority B1 | High Priority B2 | Tony Young | Councillor Susan Elsmore Health, Housing & Wellbeing |
| Performance Management A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements | High Priority B2 | High Priority B2 | Christine Salter | Councillor Graham Hinchey Corporate Services & Performance |
| Organisation Development OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures. | High Priority B1 | High Priority B2 | Christine Salter (Dean Thomas) | Councillor Graham Hinchey Corporate Services & Performance |
| Business Continuity Large scale incident/loss affecting the delivery of services. | High Priority B1 | Medium Priority (Red/Amber) C1 | Christine Salter | Councillor Phil Bale, Leader – Economic Development & Partnerships |
| Education – Schools Delegated Budgets Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools. | High Priority A2 | High Priority B2 | Nick Batchelar (Neil Hardee) | Councillor Julia Magill Education & Skills |
| Legal Compliance Changes in services and staff roles across the Council resulting in: 1) Gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; 2) Inability to deliver the services in accordance with all duties and responsibilities due to lack of resource in each case leading to increased risk of challenges. Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected. | High Priority B2 | Medium Priority (Red/Amber) C2 | Marie Rosenthal | Councillor De'Ath Skills, Safety & Engagement |
| Fraud Fraud, financial impropriety or improper business practices increase as internal controls are amended as resources become severely stretched. | High Priority B2 | Medium Priority (Red/Amber) B3 | Christine Salter (Derek King) | Councillor Graham Hinchey Corporate Services & Performance |
| Asset Management Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings. | High Priority B2 | Medium Priority (Red/Amber) C2 | Neil Hanratty | Councillor Phil Bale, Leader – Economic Development & Partnerships |
| Workforce Planning Importance of forecasting and planning to building capability and capacity is not recognised and is not fully embedded. | Medium Priority (Red/Amber) B3 | Medium Priority (Red/Amber) B3 | Christine Salter (Philip Lenz) | Councillor Graham Hinchey Corporate Services & Performance |