

Report

Cabinet



Part 1

Date: 23 May 2018

Item No: 8

Subject Corporate Risk Register Update

Purpose To present an updated version of the Corporate Risk Register

Author Head of People and Business Change

Ward All

Summary This report contains the latest update of the Corporate Risk Register.

The corporate risk register identifies risks that may prevent the council achieving the objectives set out in the Corporate Plan and enables the council to continue to provide services to the citizens and communities of Newport. Robust management of these risks is imperative to the realisation of the council's objectives.

The corporate risk register helps the council to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs by considering the sustainable development principle set out in the Wellbeing of Future Generations (Wales) Act 2015.

There are 14 risks identified in the risk register made up of 5 high risks and 9 medium risks. The detail and planned mitigating actions for each risk are provided in the report.

Proposal Cabinet is asked to consider the contents of the Corporate Risk Register and request regular updates regarding the planned mitigating actions.

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Cabinet
- Deputy Leader
- Audit Committee
- Corporate Management Team
- Head of Law and Regulation
- Head of People and Business Change
- Head of Finance

Signed

Background

1. Corporate Assessment

As part of its governance arrangements the Council has a risk management strategy and a corporate risk register is monitored quarterly. Through the Corporate Assessment Review 2014 the WAO noted that *“The Council has improved its approach to and presentation of its corporate risk register. The risk register now includes a before and after mitigation risk score at an assessed date and a breakdown of the probability and impact of that risk. The register includes current actions to address each risk and assigns responsibility to senior officers, cabinet member and scrutiny committee”*.

2. Risk Management Strategy

The Corporate Risk Management Strategy has been reviewed and revised to strengthen existing arrangements and support the delivery of the Corporate Plan. Anticipating and preparing for future challenges, trends, threats and opportunities is an essential part of the councils risk strategy and allows for better preparedness and the incorporation of mitigation into planned activities and policies.

The strategy aims to embed the sustainable development principle of the Wellbeing of Future Generations (Wales) Act 2015 into the process and framed each risk as shown below. This helps the council to take a longer-term strategic approach, and makes present policy more resilient to future uncertainty.

3. Role of Audit Committee

Since the introduction of the Local Government Measure 2011 the local authority's Audit Committee have a role in reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority. Processes and Strategies about risk management should be reviewed by the Committee however the content of the risk register including setting and changing risks included in the register is *not* the role of the Audit Committee.

4. Community Risk Register

The council also has a Civil Contingencies unit which provides emergency planning and business continuity support services for the council. These plans are detailed on the council's website and are not included in the corporate risk register because they relate to risks to the community, rather than risks to the council achieving its objectives.








5. Summary of risks in this report

The tables overleaf provide a summary of risks in the report.

The appendices to the report outline the detailed risks, as monitored in the Council's performance monitoring and risk management system.

Risk Management has been added to the Council's Performance Management System (MI Hub). This is the first time the Risk Register has been updated using MI Hub. Appendix 1 contains screenshots from the Risk Management Report pages in MI Hub.

6. Summary of risks in this report

Ref	Risk	Brief Description	Probability x Impact = Score			DoT	Responsible Officer
			Probability	Impact	Score		
High Risks							
13	Asset Management – Carriageways and Buildings	This links to budget challenge and Government changes to financial settlement and grant funding. This refers to the council's ability to maintain assets in the short, medium and long term due to increasing budget pressures.	5	5	25		Strategic Director - Place
8	Risk of stability of external suppliers	Growing cost of delivering services and purchasing materials will impact on external supplier's ability to continue to fulfil contract obligations. Potentially short notice of inability to provide services.	4	5	20		Strategic Director - People
6	Balancing the Council's Medium Term budget	Risk of not meeting / funding key priorities.	4	4	16		Chief Executive
7	Increased pressure on demand led services	As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.	4	4	16		Strategic Director - Place Strategic Director - People
9	Increasing pressure on existing infrastructure	The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8 th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.	4	4	16		Strategic Director - Place
Medium Risks							
1	Legislative Requirements	That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised), includes Well-being of Future Generations Act.	3	4	12		Chief Executive
2	Capacity and capability to meet the councils objectives	That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.	4	3	12		Chief Executive

Ref	Risk	Brief Description	Probability x Impact = Score			DoT	Responsible Officer
			Probability	Impact	Score		
10	Climate Change: Effects on future condition and availability of Council Infrastructure and reducing the future impact of further greenhouse gas emissions.	It is generally accepted that the effects of global warming will result in: · All areas of the UK get warmer and the warming is greater in summer than in winter; · Little change in the amount of precipitation (rain, hail, snow etc.) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK · Sea levels rise – more in the south of the UK than the North.	3	4	12	→	Strategic Director - Place
14	Recruitment and retention of specialist professional staff	Resilience of Council services and ability to retain specialist professional staff and attract new employees in a competitive market place.	4	3	12	→	Chief Executive
4	Brexit	That the financial implications of leaving the European Union have a negative impact on the council's financial position.	3	3	9	→	Chief Executive
5	In year financial management	Overspending can undermine service delivery and medium term planning where significant mitigation means services need to defer spending to manage the overall budget.	3	3	9	✓	Chief Executive
12	Increasing risk of cyber attacks	Data loss, disaster recovery, impact of possible fines	3	3	9	→	Chief Executive
3	Safeguarding	That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm.	2	4	8	→	Strategic Director - People
11	Increasing demands on IT Services and the modernisation agenda	Increased demand for IT services with a reducing budget poses a risk to the future development of IT infrastructure and the development and delivery of the modernised council agenda.	2	3	6	→	Chief Executive

Financial Summary

There are no direct costs associated with this report.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the strategy and process are not robust enough to capture all high risks	M	L	Reviewing, testing and embedding processes to ensure that they are fit for purpose	Directors, Heads of Service and Performance Team

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Robust risk management practices increase the chances that all of the council's priorities and plans will be implemented successfully

Options Available and considered

1. To consider the contents of the Corporate Risk Register and request regular updates
2. To request further information or reject the contents of the risk register

Preferred Option and Why

1. To consider the contents of the Corporate Risk Register and request regular updates, this will give the cabinet oversight of the main overarching risks that the council faces in delivering the objectives of the corporate plan.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report. The corporate risk register forms an important part of the governance and budget setting arrangements for the council and the risk register is used to guide the internal audit plan.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. As part of the Council's risk management strategy, the corporate risk register identifies those high level risks that could impact upon the Council's ability to deliver its corporate plan objectives and essential public services. Although Audit Committee are responsible for reviewing and assessing the Council's risk management, internal control and corporate governance arrangements, the identification of corporate risks within the risk register and monitoring the effectiveness of the mitigation measures are matters for Cabinet.

Comments of Head of People and Business Change

There are no direct staffing implications arising from this report.

Risk management is a key element of the council's improvement programme and the Administration's commitment to ensuring strong corporate governance and robust performance management. The risk strategy and register allow the council to consider the longer term overarching risks to the council fulfilling its objectives and obligations and take action to mitigate the impact and probability of those risks.

Comments of Cabinet Member

The Chair of Cabinet has been consulted and has agreed that this report goes forward to Cabinet for consideration.

Local issues

None

Scrutiny Committees

Audit Committee have a role in reviewing and assessing the risk management arrangements of the authority. Meetings with the committee have resulted in some changes to the processes used to compile and update the risk register, leading to clarity of detail within the report.

Equalities Impact Assessment

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Wellbeing of Future Generations (Wales) Act 2015

Risk management is a key area to implementing the Wellbeing of Future Generations Act (Wales) 2015; the council must ensure that it considers risks in the short, medium and longer term and that it manages risks in a manner that protects current service delivery and communities as well as considering the longer term impact. It supports the delivery of the wellbeing objectives that are identified in the council's Corporate Plan by considering the risks to delivering these objectives and by defining and monitoring actions to mitigate those risks.

The corporate risk register helps the council to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs by considering the sustainable development principle set out in the Wellbeing of Future Generations (Wales) Act 2015.

Crime and Disorder Act 1998

Not applicable.

Consultation

As above, the Risk Register is also considered by Audit Committee

Background Papers

Corporate Risk Register, Cabinet, 13th September 2017

Corporate Risk Register, Audit Committee, 25th September 2017

Corporate Risk Register, Cabinet, 17th January 2018

Corporate Risk Register, Audit Committee, 23rd January 2018

Dated: 23 May 2018

Appendix 1.

Corporate Risks

RISK 01 - Legislative Requirements

Responsible Officer	Chief Executive
Lead Cabinet Member	Leader of the Council The Deputy Leader and Cabinet Member for Assets and Member Development

Risk rating prior to mitigation

August 2015 - high (16)

Risk	Description	Mar 2018	
		Identified	Links To
RISK 01 - Legislative Requirements	That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised), includes Well-being of Future Generations Act.	Jun 2015	<ul style="list-style-type: none"> Service Planning

Risk 01 - Description/Rationale

- That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised), includes Well-being of Future Generations Act.
- Risk of not meeting increasingly challenging nationally set waist management targets.
- The Welsh Government is consulting on local government reform, it is likely that the Welsh Government will repeal or change the Local Government Measure 2009 which will mean changes to the way the council plans and manages its services.
- Welsh Government drive towards regionalisation and collaborative working - including possible legislation.
- Welsh Language Act - gaps in service provision remain, and this remains a reputational risk for the council.



Risk 01 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	12	12	12	12
	Risk Rating	●	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
There is continued pressure on the council to implement the new duties detailed by new legislation. Whilst significant work is underway, there remain major risk factors.	➔

Planned Mitigation

		Mar 2018
		Risk - Action Status/Control Strategy
	Planned Mitigation	
✓ Risk 01.01	Welsh Language Act: Strategic Equalities Group monitors implementation supported by Welsh Language Group.	Governance arrangements and implementation plans are in place. Annual report work to review underway.
✓ Risk 01.02	Welsh Language Act: Action plans in place and being monitored. This has shown significant progress.	Action plans have been monitored and reported through the Welsh Language Annual Report to Cabinet. This will be produced for 17/18 shortly. The council has made significant progress in terms of practices and positive attitudes. Complaints are investigated and reported on promptly.
✓ Risk 01.03	Welsh Language Act: Progress includes increasing awareness of the Welsh Language Standards across the authority. Leaflets, posters, desk prompts and video available.	A Welsh Language and Equalities Engagement Plan looks to measure and improve employee awareness, and thus increase the use of Welsh in the council. We are currently updating guidance material in order to further facilitate staff understanding of some of the practicalities, and to keep the Welsh language high on the agenda
✓ Risk 01.04	Welsh Language Act: Partnership arrangements with another Council now in place and £280k budget allocated, additional resources now available to support service areas and work such as website development now underway.	Translation and proofreading is readily available to all staff. We now have a contract with a partner Council to translate all content. Staff communications on this continuing.
✓ Risk 01.05	Welsh Language Act: 5 year strategy developed through consultation.	The 5 Year Welsh Language Strategy was approved by Council in 2017. The action plan is being implemented with partners through existing groups including the Welsh in Education Forum and governance arrangements are being put in place to ensure progress across the themes.
✓ Risk 01.06	Future Generations Act: Cabinet reports updating members on progress and approach. Awareness raising sessions with officers and members completed and work with consultants to develop organisational readiness for the Act underway.	Awareness raising session held with members of new Performance Scrutiny – Partnerships in summer 2017 and follow up training for all members held Autumn 2017.
✓ Risk 01.07	Future Generations Act: Formal report, service plan and business case templates updated to ensure the principles of the Act are reflected in all decision making.	Business processes continue to develop to ensure that the Act is being embedded. New service plan templates include wellbeing objectives.
✓ Risk 01.08	Future Generations Act: Public Services Board established with agreed Terms of Reference, formal meetings are held at least quarterly.	Formal meetings held at least quarterly. Meeting papers, minutes and summaries of business published on One Newport website to aid transparency. All terms of reference reviewed in 2017 to support the developing Wellbeing Plan. Partnership evaluation exercise undertaken.
✓ Risk 01.09	Future Generations Act: Draft Wellbeing Assessment in place in conjunction with the assessment required for the Social Services Act. Work being undertaken on a Gwent basis to inform the Wellbeing Assessment and Plan - funding secured from Welsh Government to support this work.	Public Services Board has published its Well-being Assessment for Newport (Community Well-being Profile) and the Local Well-being Plan for Newport will be published May 2018. Delivery framework for the new plan also being developed.
✓ Risk 01.10	Future Generations Act: Development of wellbeing objectives finalised, and aligned with performance reporting.	The council published its Well-being objectives and Well-being Statement in March 2017. These are incorporated into the Corporate Plan 2017-2022 and will be in service plans 2018-22.
✓ Risk 01.11	Waste Management Legislation/targets: We commenced new contract last week with trade waste diverted for sorting to GD Environmental Services. Dates this financial year run from August 9th 2017 through to March 31st 2018 to divert approx. 2500 tonnes this year.	Currently NCC is on track to meet the 58% recycling rate target for 2018/19. However 2019/20 target of 64% (or further targets of 70%) will not be met without further significant measures. Officers have worked with WG to developed a strategy to meet 70%. This has been submitted to Scrutiny who will advise the Cabinet Member. If no action is taken during 18/19, NCC will fail to meet the 64% target next year, as performance will need to be over 64% for the whole of 2019/20.

RISK 02 - Capacity and Capability to Meet the Council's Objectives

Responsible Officer

Chief Executive

Lead Cabinet Member

Cabinet Member for Community and Resources

Risk rating prior to mitigation

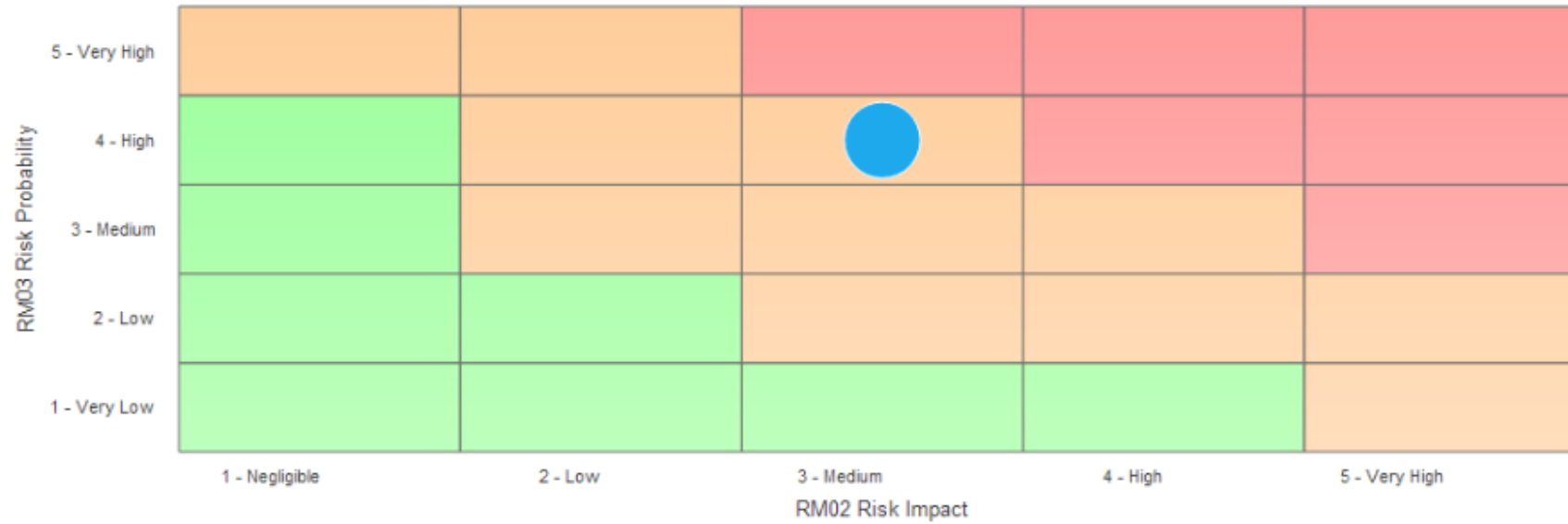
August 2015 - Medium (12)

Risk	Description	Mar 2018	
		Identified	Links To
RISK 02 - Capacity and Capability to Meet the Council's Objectives	That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.	Jun 2015	<ul style="list-style-type: none"> ■ Corporate Plan ■ People and Business Change Service Plan

Risk 02 - Description/Rationale

That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.

There are continued capacity and capability gaps across the council; these are more prevalent in some areas than others. Although there are a number of actions (see below) that are being undertaken to remediate this situation, there are still risks going forward which will potentially exacerbate this current situation; these include further required financial savings and issues with recruiting to key position.



Risk 02 - Assessment Date & Score					
Series					
		Risk Score		Risk Rating	
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	12	12	12	12
	Risk Rating	●	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged	➔

Planned Mitigation

		Mar 2018
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 02.02	People and Business Change will pilot career pathway planning in Autumn 2017 to role model to other service areas.	A restructure has taken place in HR and the creation of entry level posts into the profession have been created and filled with one internal appointment to facilitate internal progression. We are encouraging entry and intermediate level HR qualifications to all levels in the service.
✓ Risk 02.04	Pilot taking place in Education Services for the roll out of greater NVQ/ILM opportunities for those in the workplace wanting to enhance current skill level. Intention to offer to wider workforce in 2017 linked to workforce planning for each service area.	This pilot has completed and several employees within the Education service achieved their qualifications. We will review the success and benefit brought to the Council in the coming months with a view to making future recommendations at the end of December 2017.
✓ Risk 02.05	Mandatory training will be identified for each post and linked to job descriptions to set out the expectation of ability, skill and experience at the point of recruitment and to form a development path throughout induction, probation and longer term.	This piece of work has not yet started but has been identified as a priority for 2018/19.
✓ Risk 02.06	Additional Investment in Project Management and business change resources.	BIP resources will be reviewed in line with the revised change program which will underpin the new corporate plan. BIP and HR have agreed a programme to work towards upskilling managers in these skills. A combination of e-learning, f2f training and learning exchanges have been discussed with a programme intended to start in April 2018.
✓ Risk 02.07	Coaching, shadowing and mentoring opportunities delivered as part of the change programme.	The first cohort of ILM Level 5 in Coaching concluded in Summer 2017. We have reviewed the progress and are working towards further programmes of both coaching and mentoring programmes for 2018/19.
✓ Risk 02.08	Specific business support and training provided for business change, project and program management, continuous change and specific tools including business case development and project management.	Project management and business case support building on the support and training provision already in place further development of support has been undertaken to widen the range of support offered to the organisation.
✓ Risk 02.14	People service plan to heavily focus on workforce planning and OD for next 12 months.	Service planning has temporarily been postponed until the Corporate Plan is published. It is anticipated that the new People and Culture Strategy 2017-2022 will form the business unit actions for HR and OD in the coming 12 months. Two of the key priorities are OD and Workforce Planning.

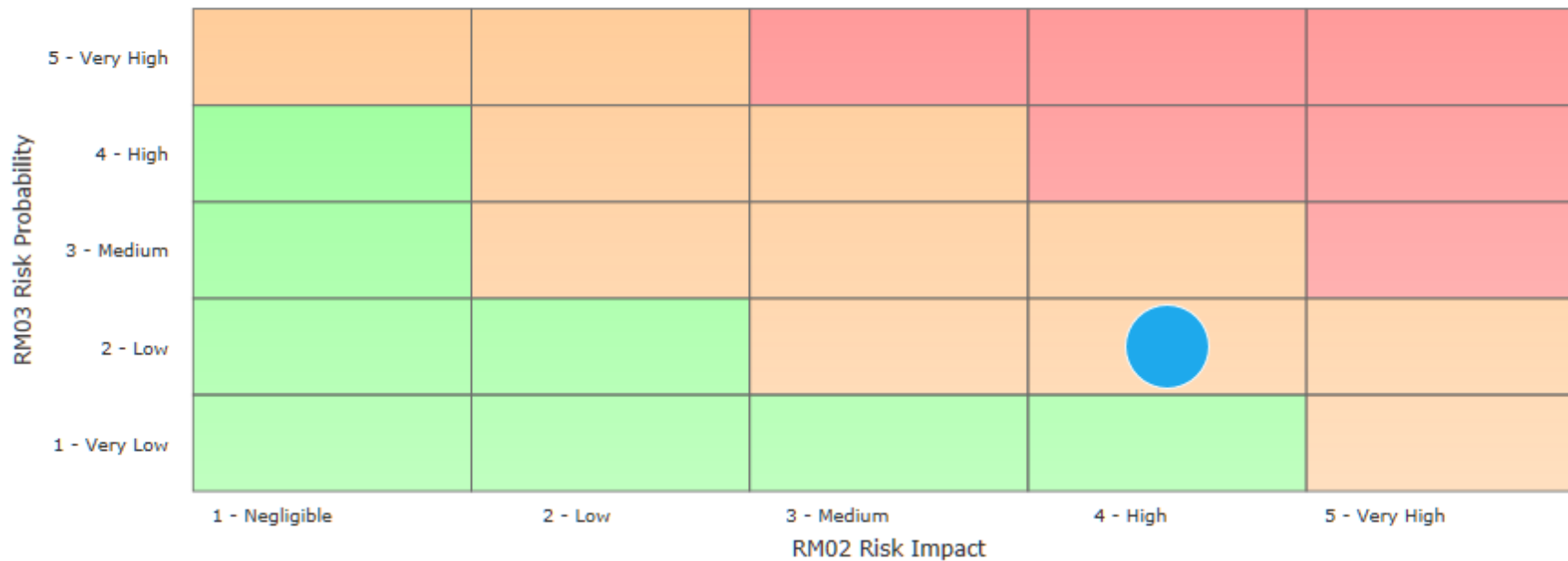
RISK 03 - Safeguarding

Responsible Officer	Strategic Director - People
Lead Cabinet Member	Cabinet Member for Social Services

Risk rating prior to mitigation

March 2017 - Medium (8)

Risk	Description	Mar 2018	
		Identified	Links To
RISK 03 - Safeguarding	That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm	Jun 2014	<ul style="list-style-type: none"> Corporate Plan Service Planning



Risk 03 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	8	8	8	8
	Risk Rating	●	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged. The level of risk is manageable because this is an area of absolute priority for the local authority. There are safeguarding manager roles across the council and we have strong links with national and regional safeguarding boards.	→

Planned Mitigation

		Mar 2018
Planned Mitigation		Risk - Action Status/Control Strategy
✓ Risk 03.01	Safeguarding Action Plan agreed and implementation underway.	<p>Implemented</p> <p>The first annual review of the Corporate Safeguarding Report is due to occur in January 2018- this review will establish how efficiently we have met the identified objectives within the safeguarding action plans both corporately and within the specific teams which encompass the Safeguarding Unit of Social Services since the establishment of the Corporate Safeguarding Report in 2016/17. Actions identified as outstanding or newly identified areas of improvement/ development will be identified as part of this review scrutiny cycle and will therefore be timetabled appropriately to address any unmet needs or deficit areas.</p>
✓ Risk 03.02	Continuous review of policies and procedures.	<p>Implemented</p> <p>The suite of Corporate Safeguarding Policies applicable to all service areas within the council are currently under review to appropriately reflect legislative and procedural changes. These documents will have been fully reviewed, ratified, and disseminated via a re-launch of the "Safeguarding involves us all" campaign (the original campaign which launched the Corporate Safeguarding Report in November 2016) prior to the first annual review in January 2018. This ensures that all staff (including voluntary staff, elected members and contractors) are clearly aware of and understand their responsibilities in respect of 'safeguarding'.</p> <p>Within the practice of social work across Children and Adult Services where policies and procedures are identified as requiring review due to changes in legislation/ regulations these items are identifiable through CSMT and ASMT processes and Quality Assurance processes. Appropriate staff are identified to undertake the review or development of the required policy/ procedure and timescales are set in order to ensure the required work is completed, the policy is then launched and fully disseminated to the service area for practitioners to use and the documents are stored within the document library of the intranet for easy access.</p> <p>There is also the continuous review process of national and regional policies as identified by the SEWSCB, GWASB and VAWDASV safeguarding boards via the "protocols and procedures" sub group. Work is undertaken on a regional basis and the policies/ procedures/ guidance produced is then agreed and adopted by the 5 local authorities. This ensures a robust compliancy in terms of national policies/ procedures used within regional and local practice are up to date.</p>

<p>✔ Risk 03.03</p>	<p>Raising awareness of policies and procedures with staff.</p>	<p>Implemented</p> <p>Within Children's Services there has been a review of the processes in how policies/ procedures are disseminated to staff and the current use of the document library for policies/ procedures currently available on the intranet. A Children's Services Hub Page is currently being developed by the Safeguarding Unit and SRS team to improve how staff locate and access the documents they require for practice. The Hub will be the focal access point for Children's Social Care staff to locate all relevant policies, procedures, forms- this will assist in version control of documents; the regular review and publication of new policies/ procedures/ guidance; and a central place for staff to locate all of the required information and documents. This project will therefore aid in raising awareness of policies and procedures with staff but will also provide a more robust approach to ensuring that the information being provided to staff is up to date and readily accessible.</p> <p>Future development of the Hub page will also be extended to include induction processes and team specific intranet pages which can host team blogs, news and updates. This project can also be replicated for Adult Services.</p>
<p>✔ Risk 03.04</p>	<p>Partnership working.</p>	<p>Implemented</p> <p>Development of the Safeguarding Intelligence Hub (SIH), Newport is the pilot authority in Gwent for this project which will bring together all public safeguarding services in a single point of entry where safeguarding referrals can be holistically assessed. The Intelligence hub model will facilitate earlier intervention and preventions to limit the need for a more intensive intervention at a later stage by managing cases in a co-ordinated manner. The Intelligence Hub will also foster closer partnership working and clear accountability with agencies, providing faster, more robust and co-ordinated and consistent responses to safeguarding concerns, ensuring citizens are kept safe with their well-being outcomes met.</p> <p>Strong links with the regional safeguarding boards are already in place and will continue.</p> <p>The regional service hosted by Health in regard to legislative requirements for Newport council under the Mental Capacity Act, continues to be delivered collaboratively for all Deprivation of Liberty Safeguards for citizens of Newport over the age of 18.</p>

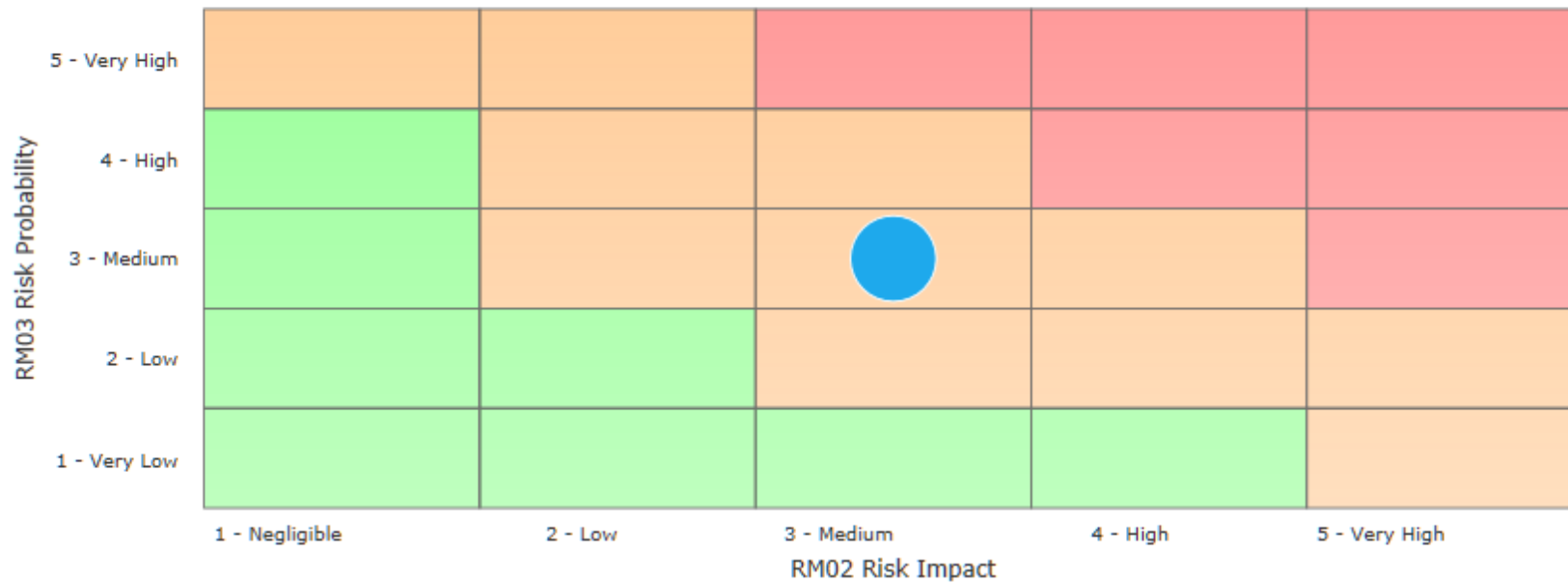
RISK 04 - Brexit

Responsible Officer	Chief Executive
Lead Cabinet Member	Leader of the Council

Risk rating prior to mitigation

August 2017 - Medium (9)

Risk	Description	Mar 2018	
		Identified	Links To
RISK 04 - Brexit	That the financial implications of leaving the European Union have a negative impact on the councils financial position.	Jun 2016	<ul style="list-style-type: none"> Corporate Plan Service Plans



Risk 04 - Assessment Date & Score					
Series					
Actual Risk Rating					
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Actual	9	9	9	9
	Risk Rating	●	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	→
This risk remains unchanged as we await further discussion and timescales from the Welsh Government and Central Government.	

Planned Mitigation

	Mar 2018	
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 04.01	This needs to be monitored carefully. The result of the referendum in June 2016 has resulted in further uncertainty for the overall financial outlook for the UK. This may have an impact on future funding for the council. (see risks 5 and 6).	This needs to be monitored carefully. The result of the referendum in June 2016 has resulted in further uncertainty for the overall financial outlook for the UK. This may have an impact on future funding for the council (see risks 5 and 6).
✓ Risk 04.02	A good deal of our activity is also guided by EU regulation. It remains unclear when the UK will formally exit the EU and how these regulations may change.	A good deal of our activity is also guided by EU regulation. It remains unclear when the UK will formally exit the EU and how these regulations may change.
✓ Risk 04.03	This remains uncertain, further discussion and engagement from the Welsh Government and UK Government is needed to confirm timescales.	This remains uncertain, further discussion and engagement from the Welsh Government and UK Government is needed to confirm timescales.

Risk 05 - In Year Financial Management

Responsible Officer	Chief Executive Directors Heads of Service
Lead Cabinet Member	Leader of the Council

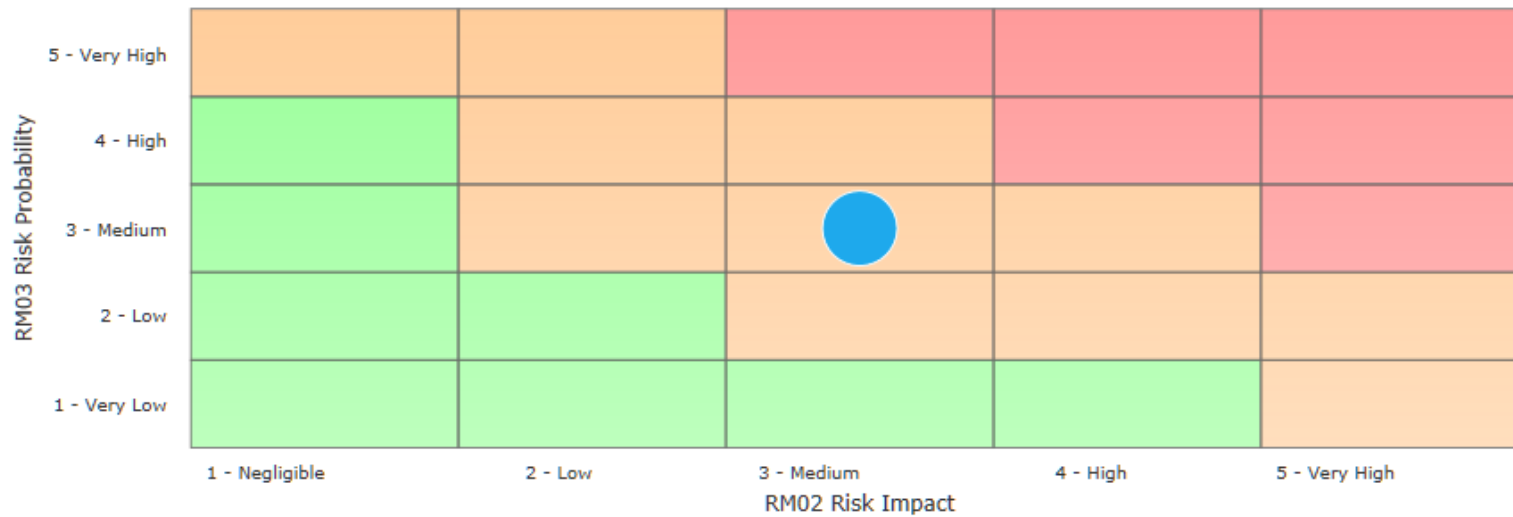
Risk rating prior to mitigation

August 2017 - Medium (12)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 05 - In Year Financial Management	Overspending can undermine service delivery and medium term planning where significant mitigation means services need to defer spending to manage the overall budget.	Sep 2017	<ul style="list-style-type: none"> All services depending on severity & mitigation put in place

Risk 05 - Description/Rationale

- Historical overspending in key areas are increasingly difficult to mitigate - Community Care budgets, Children's out of area education and social care budgets in particular.
- Step change in level of overspending in 2016/17 and forecasted overspending in 2017/18 shows significantly worsening position.
- Level of overspending is significantly over and above revenue budget contingency and over current/previous year only mitigated from strong Council Tax collection due to accelerated house building - which cannot be guaranteed in future years and Council Tax reduction scheme underspending.
- Overspending can undermine service delivery and medium term planning where significant mitigation means services need to defer spending to manage the overall budget.
- Risk to requiring additional on-going budget in service areas affected which makes the 2018/19 and future budget challenge more difficult to manage/achieve.



Risk 05 - Assessment Date & Score					
Series					
		Actual Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ Risk 05 - In Year Financial Management : RM01 Risk Rating	Actual	~	12	12	9
	Risk Rating	⊕	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Following mitigation of overspends and implementation of spending freeze, the in-year outturn position is a lot healthier.	↓

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 05.01	CMT instigated targeted spending freeze on non-essential spending.	In place and on-going.
✓ Risk 05.02	Chief Executive and Head of Finance will be holding monthly meetings with adult social care management team to look and review actions for reducing spend.	In place and on-going.
✓ Risk 05.03	Head of Service for adults/children social care and education have reviewed and improved decision making panels who assess individual cases accessing services.	Initiated. Projects timetable to be confirmed.

Risk 06 - Balancing the Council's Medium Term Budget

Responsible Officer	Chief Executive Directors Heads of Service
Lead Cabinet Member	Leader of the Council

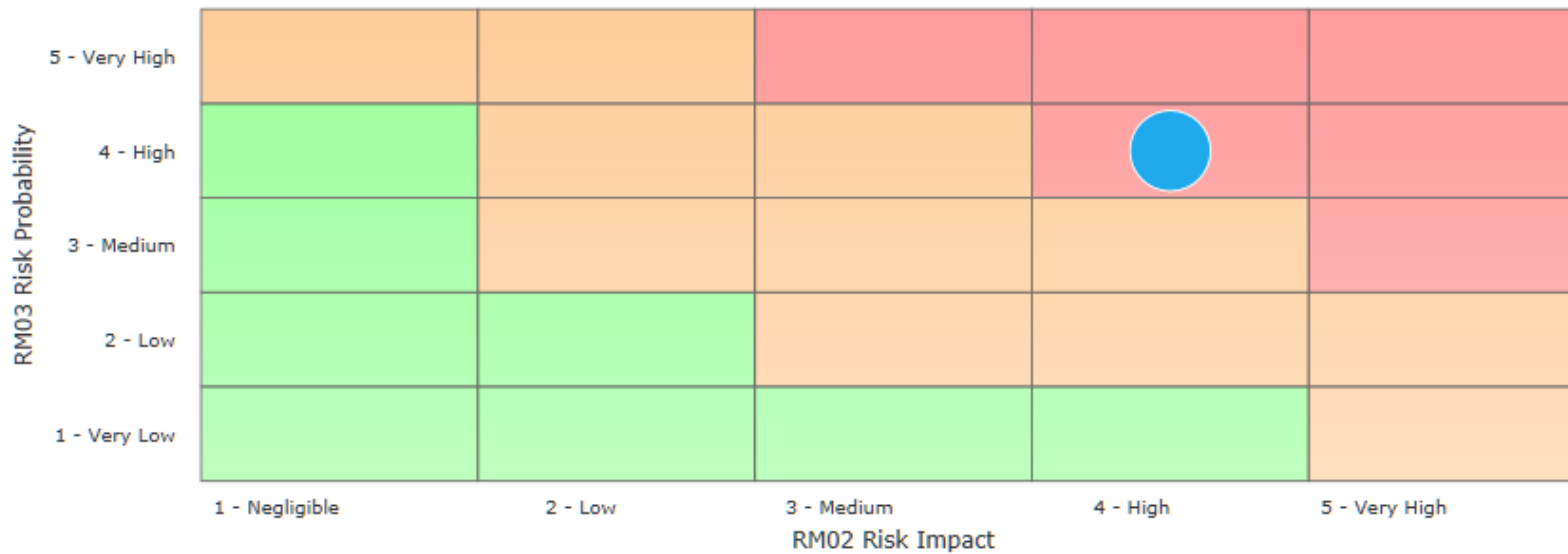
Risk rating prior to mitigation

August 2017 - High (16)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 06 - Balancing the Council's Medium Term Budget	Risk of not meeting / funding key priorities.	Sep 2017	<ul style="list-style-type: none"> All council services and priorities

Risk 06 - Description/Rationale

- Council does not have a change programme which addresses the financial shortfall in the Council's Medium Term Financial Plan.
- Not balancing the budget over a longer timeframe than has currently been achieved may challenge and could damage the Councils on-going Financial Resilience.
- Risk of not meeting/funding key priorities.
- Using 'reserves' to balance the budget is time limited and require permanent savings to be identified in due course.
- Lack of on-going medium term financial settlements from WG continue makes meaningful medium term financial planning more difficult.



Risk 06 - Assessment Date & Score					
Series					
<input type="button" value="Actual"/> <input type="button" value="Risk Rating"/>					
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Actual	~	16	16	16
	Risk Rating	⊕	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 06.01	On-going review and challenge to budget pressures within the MTFP	On-going.
✓ Risk 06.02	Finalising list of first tranche of proposed budget proposals for discussion with informal Cabinet.	In progress.
✓ Risk 06.04	Project initiated to draw up a medium term change programme by June 2018 latest.	Started. Discussions with SLT on scope and resourcing and organisation on-going.

Risk 07 - Increased Pressure on Demand Led Services

Responsible Officer	Strategic Director - People Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Education and Skills Cabinet Member for Regeneration and Housing Cabinet Member for Social Services

Risk rating prior to mitigation

August 2017 - High (16). This rated high for Education Services and Medium for Social Services, an overall rating of High has been assigned.

Risk	Description	Mar 2018	
		Identified	Links To
Risk 07 - Increased Pressure on Demand Led Services	As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.	Sep 2017	<ul style="list-style-type: none"> ■ Corporate Plan ■ Service Plans

Risk 07 - Description/Rationale

Education

As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.

- That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends.
- Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.
- Increasing population putting extra pressure on school places across Newport.
- As children with complex need live longer, the number of children requiring care will increase and the length of care that they require will increase.
- Growing population of vulnerable children.
- Increasing demand for refuse collection.
- Increasing number of households and highways.

Social Services

As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.

- That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends.
- Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.
- Increasing population putting extra pressure on school places across Newport.
- As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase.
- Growing population of highly vulnerable children.
- Increasing demand for refuse collection.
- Increasing number of households and highways.

Community Regeneration

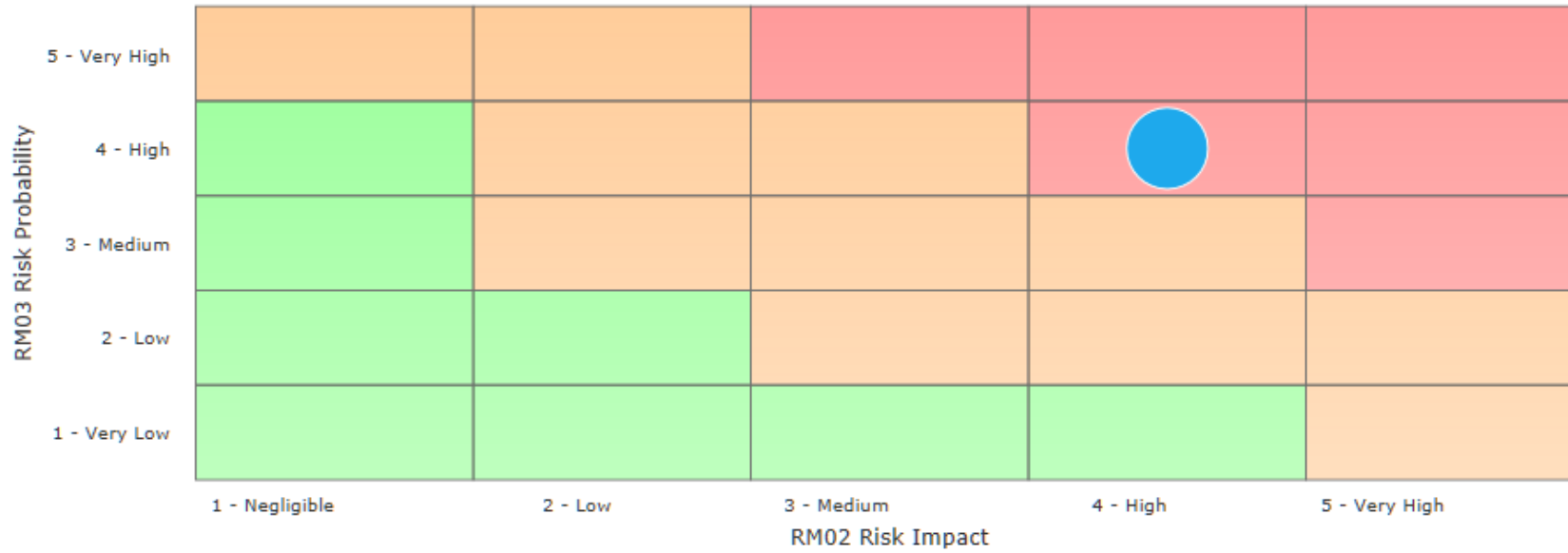
The changes to funding packages will have an impact on the level of services that we as an authority can deliver. The termination of Communities First has put pressure on existing statutory services and specifically community provisions as many projects were partnership arrangements with the Communities First programme. In addition Welsh Government has changed the way in which it administers various grants, providing local authorities the opportunity to distribute funding to areas it identifies as its priorities. Collectively the service area is grant funded, therefore any changes to future grants is a risk for many services, specifically statutory services who could be left to maintain high levels of users. Groups at risk are:

- Community centre groups - less services delivering from facilities.
- Young people - many of our services are reliant on grant funding.
- Work & Skills - all provision is reliant on grant funding.
- Children - all provision is reliant on grant funding.
- Community engagement/resilience - all provision is reliant on grant funding.

Housing

Population growth will see an inevitable rise in demand for housing and this will place further pressure upon housing services provided by Newport City Council in order to seek to meet this growth in demand;

- An increasing percentage of the population are over 65 putting an increasing strain on demand led housing services, particularly those that are statutory and raising the risk of unplanned significant budget overspends.
- Removal, reduction or more widely dissipated preventative housing services could impact on statutory services by increasing the demand and complexity of need.
- Increasing population growth will put extra pressure on demand for affordable housing and/or specialised housing solutions.
- Upward population of highly vulnerable children requiring housing solutions within the care system and those leaving the care system.
- Increasing shift away from owner occupation towards private renting, as well as increasing concerns about the standard and fitness within the existing housing stock in Newport.
- An expanding population of older people will increase demand for mandatory home adaptation services and increasing number of people choosing to remain living in their own homes will increase demand for mandatory home adaptation services.
- Implementation and effect of universal credit is still being calculated and affect being monitored, as well as further pressure upon household incomes due to welfare reform implementation measures.
- Increased level of rough sleeping throughout the City.
- Greater demand for homelessness and housing related services throughout all sectors of housing within NCC.



Risk 07 - Assessment Date & Score					
Series					
		<input type="button" value="Actual"/> <input type="button" value="Risk Rating"/>			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Actual	~	16	16	16
	Risk Rating	⊞	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
Main issues are maintaining experienced staff and budget savings each year	➔

Planned Mitigation

		Mar 2018
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 07.01	<p>Education</p> <p>Increasing population putting extra pressure on school places across Newport. One new school (due to open September 2017) and second new school (due to open September 2018). Both established largely through 106 funding. Additional school places have been established across the city through a capacity exercise. Where schools are being re-developed, (e.g. Bryn Derw, Caerleon Lodge Hill) additional places have been included.</p>	<p>The opening of Glan Lyn Primary has been deferred until September 2019. It is apparent that there are surplus places for reception and year 1 in the area. The new Lodge Hill Primary build is on track. The 21st Century Schools Band B plans have been approved to include the expansion of schools to meet the pupil place challenge within the city.</p>
✓ Risk 07.02	<p>Education</p> <p>Increasing population putting extra pressure on school places across Newport. Three further new build schools are planned through 106 monies funding from 2019 – 2024 (NB: shortfall in funding that will need to be made up by Authority). Forecasts show that there is also a need for expansion on existing school sites, in specific areas of the city, with significant population growth.</p> <p>A Welsh Government 21st Century Band B' schools bid has been made which focusses on Newport's urgent need for additional school places as our key priority.</p>	<p>The 21st Century Band B plan for Newport has been approved by Welsh Government.</p>
✓ Risk 07.03	<p>As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase.</p> <p>The number of educational places within the city need to grow in order to provide provision for pupils with complex needs.</p>	<p>The expansion of Maes Ebbw Primary has been accepted. The movement of the tertiary element of the school has not concluded. The local authority will work with the school to find a solution over summer term. A scoping exercise will take place to consider if Ysgol Bryn Derw can expand to increase pupil numbers.</p>
✓ Risk 07.04	<p>Growing population of highly vulnerable children:</p> <p>The number of Learning Resources Bases across the city will expand to support increased demand of pupils with Special Educational Needs, allowing them to maintain mainstream school places.</p>	<p>The Learning Resource Base at Lodge Hill primary is on track to open. The Glan Lyn Primary Resource Base will be delayed by 1 year.</p>
✓ Risk 07.05	<p>The total cost of Out of County placements continues to grow. Education Services will develop an analysis and forecast of Out of County Placements in order to facilitate a strategic plan of supporting these needs in the most affordable way over the next five years.</p>	<p>Scoping work continues on the establishment of SEBD provision. Consideration is being given on the present and projected requirements for pupils with Social, Emotional and Behavioural needs across the city.</p>
✓ Risk 07.06	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Older Person's Pathway - joint initiative with Health, people identified from GP surgeries and offered a Stay Well Plan that is individualised and focused on maintaining well-being and health.</p>	<p>Continuation of the project within Health. An independent evaluation has been completed and demonstrates that the targeted approach has had a positive impact on diverting citizens away from statutory provision. This was achieved by measuring the frequency of contact with statutory services within the sample cohort and a reduction was evidenced.</p>
✓ Risk 07.07	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Reconfiguring a number of service pathways including Frailty & Reablement to reduce duplication, streamline provision, facilitate hospital discharge and provide services focused on maintaining independence.</p>	<p>Following a review a decision has been made to consolidate the frailty care support team within the reablement service. This will ensure a better service for citizens as the development of a more streamlined and integrated pathway is implemented. The new service model will commence on the 1st June 2018. The revised model will deliver lower waiting times and enable demand to be more effectively managed.</p>

<p>✔ Risk 07.08</p>	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION Investment in preventative services including 2 Third Sector consortiums offering information, advice and assistance for any Newport citizen.</p>	<p>The Newport Support Partnership is fully established and has demonstrated an effective low level support service across the service areas of information, advice and assistance. There is clear evidence that the service is reducing demand for statutory provision by supporting carers and offering low level community services such as befriending that improves people's well being.</p> <p>Close links have been forged with our First Contact Team and with the Community Connector Service. This ensures better oversight of case management and reduces the prevalence of duplication.</p>
<p>✔ Risk 07.10</p>	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION Utilisation of ICF for Community Connectors offering community based assistance to people who require support to access low level services</p>	<p>The on-going availability of ICF ensures that Community Connectors continue to support citizens with low level needs by empowering and assisting them to use personal and community resources to improve short and long term well being goals.</p> <p>As the team is now fully established strong links with First Contact and the Third Sector Consortium continue to strengthen the range of services that focus on early intervention and prevention .</p>
<p>✔ Risk 07.11</p>	<p>MARKET MANAGEMENT Domiciliary care and Residential and Nursing provision commissioned robustly. Working closely with providers to ensure services are fit for purpose in terms of quality and capacity. Relationship management ensures flexibility and responsiveness.</p>	<p>Both externally commissioned and in house services are monitored and reviewed on a regular basis.</p> <p>On going dialogue with providers around fees that support the market and protect the quality of care.</p>
<p>✔ Risk 07.12</p>	<p>MARKET MANAGEMENT Ensuring in house services are cost effective and targeted at community need.</p>	<p>In house services are regularly reviewed to ensure they are cost effective and fit for purpose. Supported Living is being reduced in response to the changing needs of tenants. Blaen-y-Pant Residential Care Home is offering placements to people with learning disabilities. The 4 Extracare schemes are being outsourced to achieve greater long term efficiencies.</p> <p>The above indicates the changes that are being effected on the basis of continuous review and of the need to respond to demand.</p>
<p>✔ Risk 07.13</p>	<p>MARKET MANAGEMENT Cost control –negotiating sustainable fees with providers that offer value for money whilst protecting the social care workforce</p>	<p>Fee negotiations underway for 2018/19 - challenging to balance the budget against the needs of the market.</p>
<p>✔ Risk 07.14</p>	<p>MARKET MANAGEMENT Engagement with Regional workstreams to address National issues around the purchase of domiciliary and residential care services</p>	<p>Workstreams are addressing the issues faced by all Welsh Local Authorities in the delivery of social care – budgets - stability of market.</p>
<p>✔ Risk 07.15</p>	<p>MARKET MANAGEMENT Early engagement with Health to maximise CHC funding for people with Health needs.</p>	<p>This is on-going, CHC triggers, where identified are being taken through the correct channels. ABUHB are pushing back on many referrals and NCC is developing more robust approaches to ensure referrals are successfully progressed.</p>
<p>✔ Risk 07.16</p>	<p>Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Investment in a consortium model of third sector preventative services to offer a single point of contact for all Newport citizens</p>	<p>On-going monitoring of preventative services to demonstrate effectiveness and value for money.</p>

✓ Risk 07.17	Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Investment in a Third Sector mental health consortium in partnership with Health – offering a single point of contact for citizens in Gwent.	On-going monitoring to measure effectiveness at managing demand and offering interventions and assistance to those who would not be eligible for statutory care but who need support.
✓ Risk 07.18	Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Utilisation of ICF to deliver a Community Connector Service – offering community support for people to access services.	On-going monitoring to measure effectiveness at managing demand.
✓ Risk 07.19	Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Utilisation of ICF to employ a Carers Development Officer	The Carers Development Officer has established a new carers network that is more representative of the diverse nature of caring. Better opportunities for communication and consultation are now in place and a carers strategy is being developed in conjunction with Health and neighbouring Authorities.
✓ Risk 07.20	Growing population of highly vulnerable children Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated: • Re-tendering for the Strategic Collaborative Partnership that delivers the Family Assessment Support Service (FASS) and Family Support Team (FST).	From June 2017 to March 2018 there has been a significant increase in the number of looked after children. The reasons for the increase is multi factorial and is replicated in some neighbouring LAs. The number of children in care proceedings has doubled. The complexity of the presenting cases are significant is challenging. The pressure of the doubling of the court workload and the increasing numbers of looked after children is placing staff under exceptional strain. The demand is regularly reviewed but there is no indication that decision making has changed and both CAFCASS and the Judiciary are clear that the current cases are appropriate in terms of issue. The most common criticism from both CAFCASS and the Judiciary is that social workers have persisted too long in sustaining families and issuing earlier would for some be appropriate.
✓ Risk 07.21	As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase. Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated: • Full review of short break services for families with Children with disabilities. • Full review of providing house respite service for families with Children with disabilities.	Currently in process. When successful tenderer has been awarded contract work will commence with provider to develop service and be on going contract management.
✓ Risk 07.23	Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated: • Carers Development Officer supports families with Children with disabilities.	On-going monitoring to measure effectiveness at managing demand. Newly established Carers Network ensures better communication and engagement with carer/parent groups.
✓ Risk 07.24	Engagement with Regional work streams to address developing a consistent framework around Continuing Health Care Process.	The concerns around accessing CHC are felt regionally and work is on-going to develop consistent processes to ensure challenge is effective.
✓ Risk 07.25	Cost control – negotiating sustainable fees with providers that offer value for money whilst protecting the social care workforce.	Continued fee negotiations with providers to ensure best value and to ensure best outcomes. Standard monitoring of pay rates, travel time etc. to encourage recruitment and retention within the independent sector.

<p>✔ Risk 07.26</p>	<p>Community Regeneration Aligning services and grants into one programme (Neighbourhood Hubs) will support a rationalization process across all the grants, this process will help us to achieve smarter ways of working that could support a long term vision of sustainability. Processes such as;</p> <ul style="list-style-type: none"> • Staffing – the alignment of staff can reduce the requirement for current levels in finance and management functions. • Duplication – aligning programmes will support projects who share outcomes to end specific projects therefore reducing wasted expenditure. • Commissioning – a single commissioning model will provide the less duplication and savings in regards to management fees to other organisations. • Assets – The colocation and integration of teams through Neighbourhood Hubs will negate the requirement for different facilities and will provide greater focused usage in specific centres. 	<p>Project plans have been designed to implement reviews and changes to projects. Business plans have been drafted for consideration for Neighbourhood hubs and its facilities.</p>
<p>✔ Risk 07.27</p>	<p>Community Regeneration Work with funders to identify further opportunities to provide additional resource to community delivery.</p>	<p>There are applications submitted for funding to DWP, WG and WEFO to ensure we are able to enhance our community offer. We anticipate responses by December 2018.</p>
<p>✔ Risk 07.28</p>	<p>Housing Services That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends. The number of older people in Newport is growing. More than 600 owner-occupiers aged over 55 currently have active applications for some form of affordable housing</p>	<p>Provision of additional affordable housing solutions for applicants 55 and over currently under development in Beechwood, Gaer and St Julian's with further schemes to be delivered in Llanwern, Ringland and Rogerstone. Also remodelling of existing schemes by RSL partners in Pill and Malpas.</p>
<p>✔ Risk 07.29</p>	<p>Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.</p> <ul style="list-style-type: none"> • Increased resources provided to assist in homeless prevention and to secure additional staffing to meet need • Grant funding available from Welsh Government targeted to key demand areas of the homelessness prevention service across a range of partners • Links with third sector agencies in place and being developed to meet demand for services • Regional Homelessness Strategy under development in order to explore regional opportunities for service development/initiatives 	<p>Monitoring outcomes through returns to Welsh Government around prevention of homelessness.</p> <p>Monitoring of partnerships in line with grant terms and conditions.</p> <p>Monitoring of partnerships and outcomes through relevant groups and processes in place.</p> <p>Currently under development and monitoring arrangements to be formalised/established.</p>

<p>✓ Risk 07.30</p>	<p>Increasing population putting extra pressure on demand for affordable housing or specialised housing</p> <p>Increased pressure to deliver affordable housing, but in a climate when viability issues on sites regularly see the development industry reducing the percentage of affordable housing they are willing to deliver</p> <ul style="list-style-type: none"> • Homeless prevention work to secure alternative affordable accommodation options established and embedded within statutory services • Procurement of temporary accommodation for homeless households in place to meet the changing demands and needs for the service 	<p>Wherever possible achieving the provision of affordable housing in sec 106 agreements as well as working with RSL to deliver sites. Continue to lobby Welsh Government for a multi-disciplinary scrutiny panel to assist in assessing viability.</p> <p>On-going monitoring through performance management with outcomes recorded on statutory returns to Welsh Government.</p> <p>On-going monitoring around provision and though budget management relating to costs and supply.</p>
<p>✓ Risk 07.31</p>	<p>Growing population of highly vulnerable children requiring housing solutions within the care system and once leaving the care system.</p>	<p>Currently working in partnership with Children's Services to provide innovative solutions for children and young people with challenging behaviour who are currently accommodated out of county or in placements which are not achieving the required outcomes.</p>
<p>✓ Risk 07.32</p>	<p>Increasing shift away from owner occupation towards private renting</p> <p>A study for the Welsh Government into the fees charged by letting agents showed that Newport has a relatively high proportion, 36% of registered rental properties managed by agents, and was designated a high rent area and the total number of properties registered was 8,252. The study found that, although the work required and the costs incurred by the agents were similar in all areas, the fees charged to applicants varied considerably, according to the size of agency and the local housing market. Fees can make it difficult for low-income tenants to secure private rented housing, especially if they are obliged to move more frequently than owner-occupiers would when assured shorthold tenancies come to an end.</p>	<p>The increased demand from within the general population has come at a time when due to recent legislative changes there will be an impact on this market. The Housing (Wales) Act 2014 introduced 'Rent Smart Wales', a compulsory registration and licensing scheme for private rented homes. From April 2017, there are changes to tax relief on mortgage interest for landlords which are likely to reduce the landlord's profit. In 2016/17, 100 households in Newport became homeless from their privately rented accommodation because they had been given notice by their landlord or served with an eviction order.</p> <p>Work needs to be undertaken with private landlords and letting agents to understand the increased demands for this type of accommodation and ways in which the authority can assist, and also reduce its own costs from a homelessness perspective.</p>
<p>✓ Risk 07.33</p>	<p>Increasing concerns about the standard and fitness within the existing housing stock</p> <p>Much of Newport's housing stock is pre-1920's and, in 2017, the council's Environmental Health team identified nearly 13,000 serious hazards in Newport homes, most of them privately rented.</p>	<p>Provision of Welsh Government loans schemes to assist to bring properties in the private sector up to an appropriate standard, from both a fitness and energy efficiency perspective.</p>
<p>✓ Risk 07.34</p>	<p>An expanding population of older people along with increasing numbers of people choosing to remain living in their own homes will increase demand for mandatory home adaptation services</p> <p>Increasing pressure on the adaptations capital budget.</p>	<p>On-going monitoring of demand and thorough budget management relating to costs and supply. Provision of funding for smaller scale, preventative (discretionary) adaptations to mitigate future demand for more costly, complex (mandatory) schemes.</p>

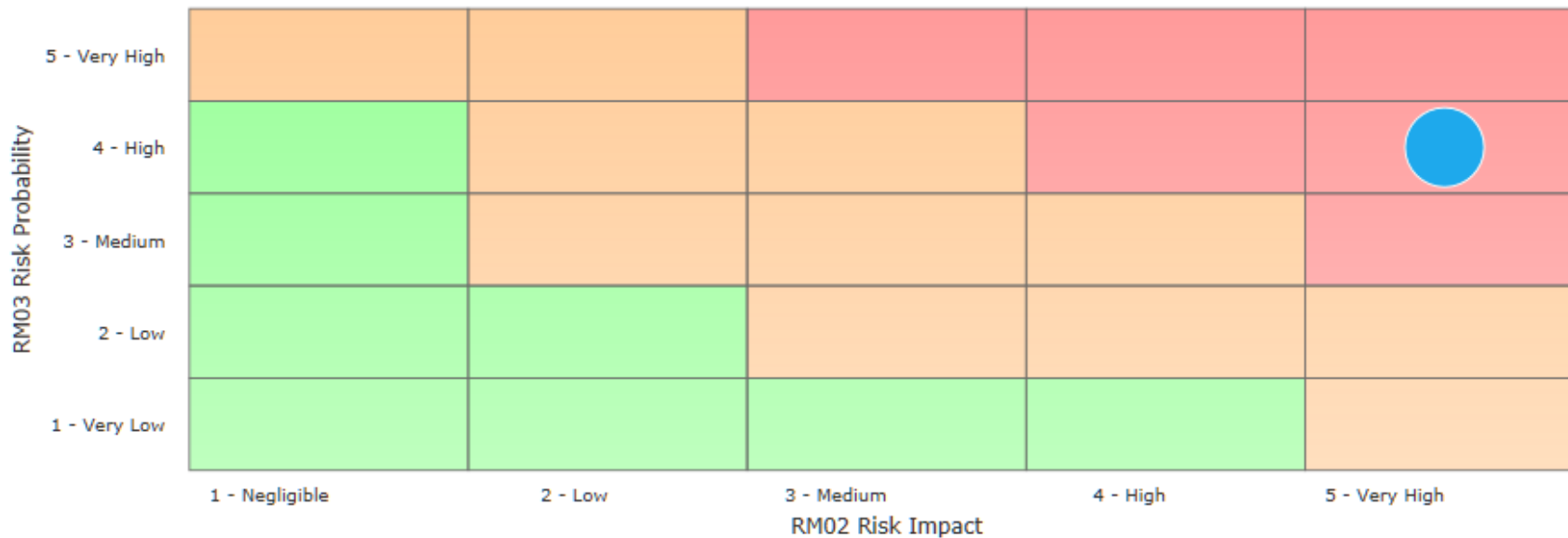
Risk 08 - Risk of Stability of External Suppliers

Responsible Officer	Strategic Director - People
Lead Cabinet Member	Cabinet Member for Social Services

Risk rating prior to mitigation

August 2017 - High (20)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 08 - Risk of Stability of External Suppliers	Growing cost of delivering services and purchasing materials will impact on external supplier's ability to continue to fulfil contract obligations. Potentially short notice of inability to provide services.	Sep 2017	<ul style="list-style-type: none"> Change Programme Corporate Plan Service Planning



Risk 08 - Assessment Date & Score					
Series					
<input type="button" value="Actual"/> <input type="button" value="Risk Rating"/>					
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Actual	~	20	20	20
	Risk Rating	⊕	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	→

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 08.01	Market Management Consultation and engagement with social care providers	It is critical to maintain the momentum of dialogue with providers if we are to maximise our influence on the social care market. We have a responsibility to protect the sustainability of services and to ensure appropriate care is available at a fair cost to meet the needs of Newport citizens. Continuous dialogue with Providers to understand the real costs of care, helping them to operate efficiently and escalating identified pressures through the appropriate financial channels.
✓ Risk 08.02	Encouraging New Providers To Enter The Market The offer of block contracts for domiciliary care hours that provides incentive for new providers and creates a diverse market place.	The Commissioning and Contracts Team have reduced the offer of block contracts and moved toward a spot purchasing approach to achieve flexibility within the market. Providers are happy with this as there is sufficient demand to ensure they are sustained. This change of approach is a direct consequence of NCC's knowledge of the market and mature relationships with social care providers. This change has been well received and protects services whilst delivering a healthy competitive environment and flexibility to citizens.
✓ Risk 08.03	Encouraging New Providers To Enter The Market Open dialogue with providers interested in entering the market to ensure they are fully informed about service demand and future commissioning intentions.	The domiciliary care provider market has recently recovered with 3 new providers currently operating in Newport. The Commissioning & Contracts Team have been able to engage with them and make use of the additional capacity because of the shift towards spot purchasing that encourages a more diverse market.
✓ Risk 08.04	Developing New Sustainable Models of Service & Maximising Alternative Funding Working with partners such as Housing and Health to develop new services that are more financially sustainable and offer better opportunities for people to live independently.	Ty Eirlys opened in April 2017 and 13 tenants have moved in. Centrica has been refurbished with ICF capital funding. 7 new flats for people with learning disabilities are soon to open in Bettws as a result of partnership with Housing and Pobl Group

<p>✔ Risk 08.05</p>	<p>Working With Commissioning Partners Working Regionally & Nationally to share knowledge, best practice, market intelligence and to develop commissioning strategies in both adults and children's services.</p>	<p>Continued work with the 4C's Consortium in relation to sourcing appropriate placements for Children.</p> <p>Engaged with the National Commissioning Board, set up by the Welsh Government to address issues within the residential care sector for older people, currently developing a regional contract in order to streamline processes, create a consistent approach, improve communication and generate efficiencies.</p> <p>Engaged with the National work-stream around domiciliary care to address the issues around workforce stability and market resilience.</p> <p>Most providers operate in multiple local authority areas, so sharing intelligence with other commissioners is essential.</p>
<p>✔ Risk 08.06</p>	<p>Commissioning Function Strong, well organised Commissioning function and agreed strategies that effectively oversees and controls all purchasing activity and understands the local market. The Commissioning team are fully sighted on market issues, have well developed relationships with providers and work closely with operational teams to source good quality sustainable services.</p>	<p>It is vital that we have a strong Commissioning Team in order to respond to challenges presented by the external market including poor provider performance, provider failure, providers giving notice on complex packages and providers exiting the market - failure to do so would put vulnerable people at risk. Effective commissioning of care and placements that require Providers to demonstrate sustainable staff recruitment and retention practices, including pay rates and training opportunities.</p>

Risk 09 - Increasing Pressure on Existing Infrastructure

Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Streetscene

Risk rating prior to mitigation

August 2017 - High (16)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 09 - Increasing Pressure on Existing Infrastructure	The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.	Sep 2017	<ul style="list-style-type: none"> ▪ Corporate Plan ▪ Service Plans

Risk 09 - Description/Rationale

The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.

Traffic at the Toll's is currently 'held' back and released creating a pulsing effect on traffic entering Wales.. Removal of this effect will result in more traffic reaching the 2 lane sections at Magor and the Brynglas tunnels quicker, with associated congestion.

Although that is primarily a network management issue for the SW Trunk Road Agency, it is likely to result in rat running on alternative routes impacting on the city's network. Increased use of the Steelworks Access Road, SDR and Chepstow Road is anticipated as the main alternatives motorists will seek to use. We know this with some confidence due to the regular effect on our network of congestion, road collisions and roadworks on the M4.

The tolls are a barrier to logistics companies (some firms spend £200k per annum in toll fees); therefore many logistics and distribution firms locate on the English side of the bridge. Removal of the tolls is likely to result in a review of location, with the potential relocation in and around Newport increasing the impact on local networks.

House prices in Bristol are relatively expensive; therefore removal of the tolls could increase the attractiveness of living on the Welsh side and commuting to Bristol. This presents an opportunity for Newport, especially locations with good motorway access east of the tunnels but it will attract significant additional car journeys.

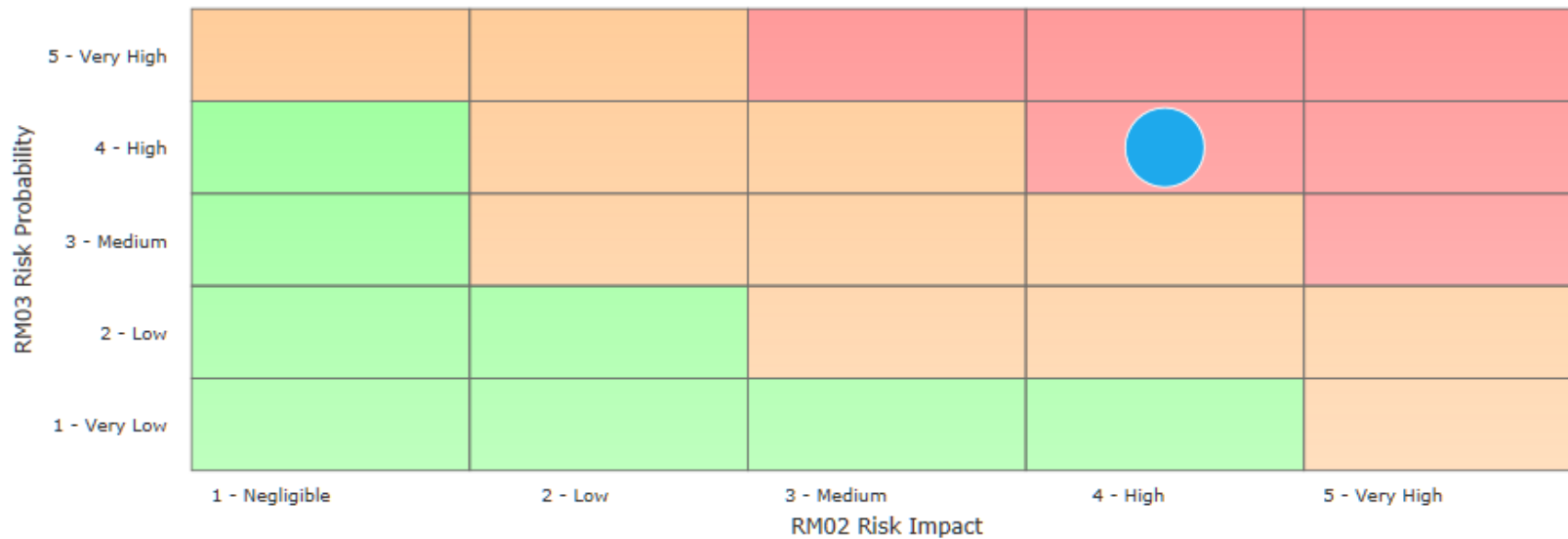
Increased light and heavy vehicular usage will impact on the whole life of our highway assets and result in increased routine maintenance and associated revenue and capital investment.

Any additional traffic will be detrimental to air quality – particularly within the city's existing AQMAs

Impact on public transport and Council services

Increased traffic on local roads will have a detrimental impact on journey time/reliability. It will also increase operating costs for public transport and council services that rely on road based delivery models. (The Welsh Assembly Enterprise and skills committee are undertaking an inquiry into the impact of congestion on bus services).

Consideration of additional resources or different delivery models may be required as mitigation.



Risk 09 - Assessment Date & Score					
Series					
		Risk Score		Risk Rating	
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	16	16	16
	Risk Rating	↕	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
The rationale has been updated to reflect the decision to reduce the tolls in the interim before the abolishment at the end of 2018. Risk score remains steady at 16.	➔

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 09.01	In the long term, the successful delivery of the proposed M4 would have the potential to mitigate the effects of the toll removal through Newport.	In the long term, the successful delivery of the proposed M4 would have the potential to mitigate the effects of the toll removal through Newport.
✓ Risk 09.03	Improved links to existing M4.	Newport are currently working with WG on improving transport links, congestion and journey times through the Junction 28, Forge Road and Tredegar Park roundabouts reconfiguration works.

Risk 10 - Climate Change

Responsible Officer	Strategic Director - Place Cabinet Member for Streetscene
Lead Cabinet Member	The Deputy Leader and Cabinet Member for Assets and Member Development

Risk rating prior to mitigation

August 2017 - Medium (12). There are a number of risks within this document, each with an individual risk ranging from low to high. The average risk as a whole has been calculated as upper medium.

Risk	Description	Mar 2018	
		Identified	Links To
Risk 10 - Climate Change	<p>It is generally accepted that the effects of global warming will result in:</p> <ul style="list-style-type: none"> · All areas of the UK get warmer and the warming is greater in summer than in winter; · Little change in the amount of precipitation (rain, hail, snow etc) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK · Sea levels rise - more in the south of the UK than the North. 	Sep 2017	<ul style="list-style-type: none"> ▪ Civil Emergencies ▪ NCC Assets ▪ Severe Weather Emergency Plans ▪ Streetscene Service

Risk 10 - Description/Rationale

It is generally accepted that the effects of global warming will result in:

- All areas of the UK get warmer and the warming is greater in summer than in winter;
- Little change in the amount of precipitation (rain, hail, snow etc) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK
- Sea levels rise – more in the south of the UK than the North.

To tackle the challenge of climate change, Newport needs to act on two fronts;

- Prepare for the changes that are already happening because of the greenhouse gases which have already been released
- Reduce the greenhouse gases we emit through our operation by reducing and decarbonising our energy consumption

Preparing for the changes

Newport should consider how various climate change variables such as intense or prolonged rainfall; hotter temperatures and higher wind speed will impact on the type of highway assets that they manage and the likelihood of these events occurring. By doing this the greatest generic risks to network closure or restriction can be identified. These are likely to be;

- Flooding (pluvial, fluvial, groundwater and coastal)
- Snow
- Landslips
- Scour
- Wind damage
- Heat/ water and frost damage
- Disruption at interchanges with other transport modes such as rail and bus.
- Inadequate or over stretched resources to meet demand

Newport should review and apply the latest UK Climate Projections, as developed by the Met Office and Environment Agency, when assessing future risk and vulnerability. These projections for future changes to both average climatic conditions and also the frequency of extreme weather events, allow for an understanding of where risk levels may change, and the identification of new risks which may emerge as the climate changes. When applied alongside records of past incidents, and other information sources (such as flood maps), climate projections may also help to identify when and what action should be taken to adapt to the risks.

The locations where there is potential for these events to occur on the Network should be identified. This can be done using the highway asset inventory and records of past incidents of weather related damage or incidents such as flooding or landslips.

The local Flood Risk Management Plans should also be used to identify areas prone to flooding. Where possible, local knowledge should be used to validate the findings.

Decarbonising and reducing our energy consumption

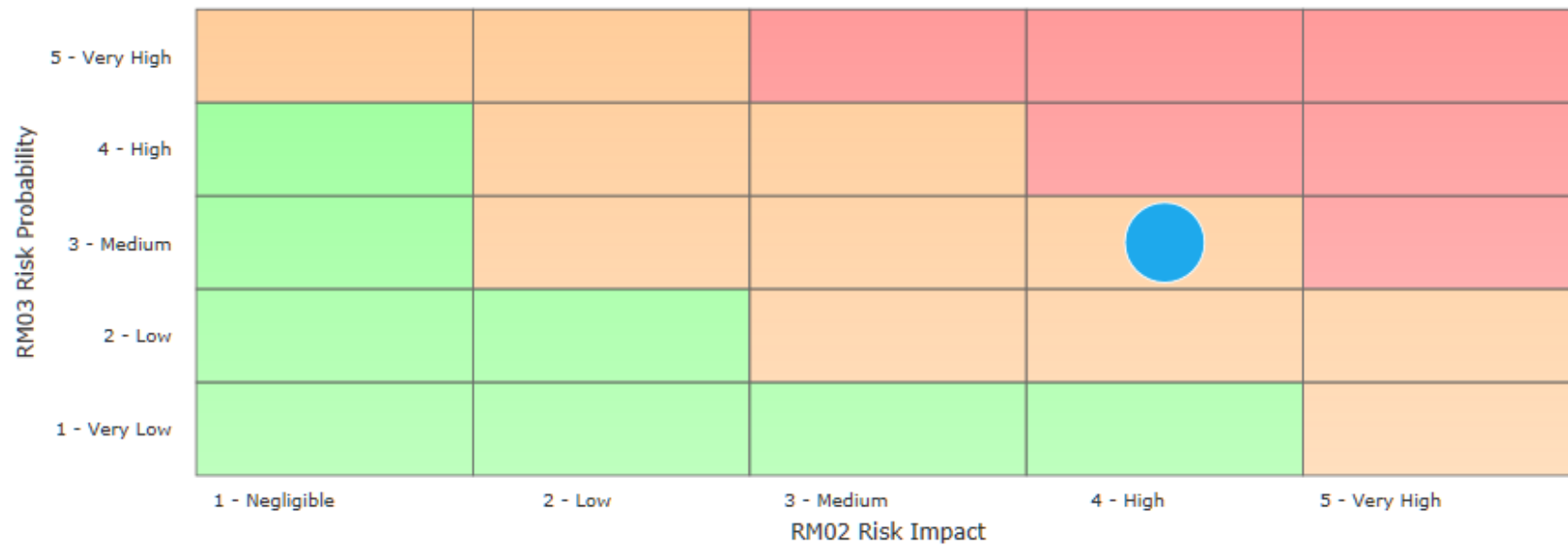
The Environment (Wales) Act 2016 requires that Wales reduce its carbon emissions by 80% by 2050; at the time of writing the Welsh Government are consulting on the Public Sector being Carbon neutral by 2030 as well as how targets and budgets will be implemented from now until 2050.

In 2016/17 Newport City Council was responsible for the direct (scope 1 and 2) green house gas emissions of 17,224 Tonnes of CO₂eq from our electricity and gas supply alone. Although a significant improvement on previous years, with fleet vehicles adding to this total, the impact of the day to day operation of the council is substantial. Indirect emissions, such as from procurement of goods and services, waste and employee commuting may also be considered in the future. Achieving the required reduction will be a challenge, but there is considerable potential for improvement with the correct investment.

The need for a greener national electricity system is contributing towards increasing energy costs for consumers. The UK Government (BEIS) mid-range forecast predicts that prices will increase at circa 4% per annum until 2025. This represents a significant increase in the cost of electricity for Newport City Council if no reductions are made.

Newport City Council has limited renewable energy generation across our estate, increasing this significantly would be a major step towards meeting emission reduction targets. Potential locations for installations will be reviewed and options for implementation considered.

Some of the risks may have the potential to be reduced by mitigation action. Such action could range from improved routine inspection or maintenance regimes to major asset improvement or replacement works. Options for mitigating the greatest risks should be explored with a view to prioritising those measures that will provide the greatest return on investment in terms of reduced risk. These measures should be integrated with the asset management plan with an appropriate weighting.



Risk 10 - Assessment Date & Score					
Series					
		Risk Score	Risk Rating		
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	12	12	12
	Risk Rating	⊕	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged	➔

Planned Mitigation

		Mar 2018
		Risk - Action Status/Control Strategy
✓ Risk 10.01	Produce and implement a Carbon Management and Implementation plan to set out a strategy, objectives and programme to reduce overall carbon emissions, provide investment opportunities and to mitigate against anticipated increases in energy supply costs.	Plan to be published in April 2018.
✓ Risk 10.02	Aim to get the best value for money from procurement of utilities through the National Procurement Service. Wherever possible purchase electricity backed by Renewable Energy Guarantee of Origin Certificates.	Our electricity supply is 100% renewable for all sites supplied by our principle NPS electricity supplier. The aim is for all sites to be with the principle supplier.
✓ Risk 10.03	Undertake a full review of the Council's assets and their suitability for the application of renewable energy technologies to deliver Carbon and financial benefits.	A REW supported solar PV study is due to be completed on 18 buildings with the best potential to host the technology.
✓ Risk 10.04	Plan and deliver Sustainable Urban Drainage Systems (SuDS) - SuDS such as permeable surfaces, swales, wetlands and ponds can play an important role in managing local flood risk in urban areas since they replicate natural surface water drainage systems.	<p>Welsh Government is currently consulting on legislation for the Implementation of sustainable drainage systems on new developments.</p> <p>The primary aim of this legislation is:</p> <ul style="list-style-type: none"> • To encourage SUDS on new developments, such as swales, ponds, storage areas, etc. in order to manage drainage and surface water; • For a SAB (SUDS Approval Body) to be implemented within each council to review SUDS designs prior to construction; • For SAB'S (Local Authorities) to adopt and maintain SUDS over their lifetime.
✓ Risk 10.05	Comprehensive and robust Adverse Weather Plans.	<p>The plan will evolve to mitigate the effects of climate change as they start to impact on council services and assets.</p> <p>Consideration needs to be given to the provision of a suitable co-ordination structure and associated resources to prepare for the impact.</p>
✓ Risk 10.06	Plan and deliver green infrastructure - green infrastructure (trees, parks, open space etc) is important because it can help to keep cities cool in the summer, provide drainage routes for surface water and provide pathways through the urban environment for biodiversity to migrate as the climate changes.	<p>The Green Infrastructure of the authority is monitored and managed primarily through overarching plans, policies and guidance such as LANDmap, the Local Development Plan, the Biodiversity Action Plan, the Fields in trust Standards and the assessment of Accessible Natural Greenspace provision.</p> <p>Develop the criteria for the Special Landscape Areas.</p> <p>Gwent Levels Landscape Character Assessment and Green Infrastructure assessment through the Living Levels project.</p> <p>Comprehensive management and replacement programmes for trees and woodlands.</p>
✓ Risk 10.07	Selection of road surfacing materials that have a higher resistance to heat damage and /or heat reflectivity. Increased preventative maintenance to seal surfaces to water ingress and arrest disintegration.	Newport will continue to review the performance of materials and promote timely intervention to secure the whole life of assets. Advances in materials and technology will be embraced where and when applicable.
✓ Risk 10.08	Maximise on available Welsh Government funding to improve the defence of the city against fluvial and coastal flooding.	Newport will continue to work with all relevant partners to secure funding to mitigate these risks. However, lack of capital funding to meet the authority's contribution can be a barrier.

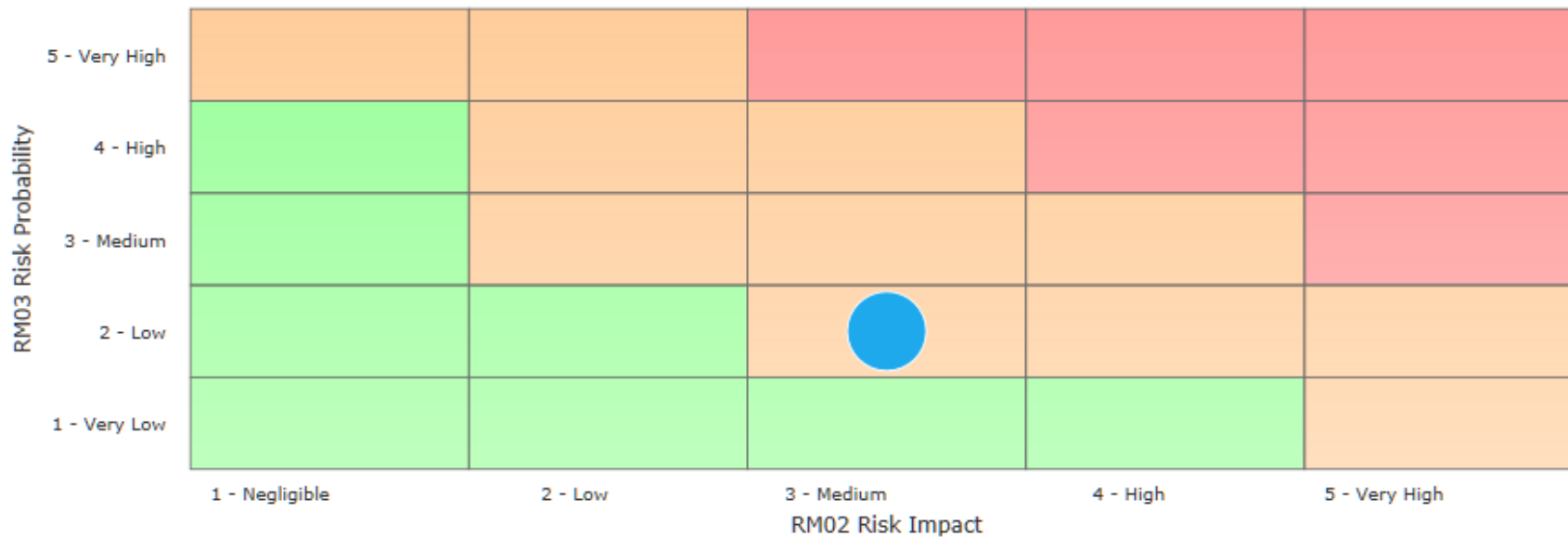
Risk 11 - Increasing Demands on IT Services and the Modernised Agenda

Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Community and Resources

Risk rating prior to mitigation

August 2017 - Medium (6)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 11 - Increasing Demands on IT Services and the Modernised Agenda	Increased demand for IT services with a reducing budget poses a risk to the future development of IT infrastructure and the development and delivery of the modernised council agenda.	Sep 2017	<ul style="list-style-type: none"> Corporate Plan Modernised Council Agenda People and Business Change Service Plan



Risk 11 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	6	6	6
	Risk Rating	ⓘ	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 11.01	Manage and develop effective IT services following transition to SRS by establishing strong retained client-side management arrangements, processes and procedures.	Arrangements in place to monitor planned work and projects as part of client side management arrangements. More strategic issues being addressed following transfer of service in conjunction with SRS Delivery Group. Workshop held to review the original business case investment objectives and action plan being developed.
✓ Risk 11.02	Development and implementation of digital by default by committing to move all transactional services online and fully digitising the back-office.	Strategic aims and objectives being developed and will be managed in line with work on 'Modernising Council'. Also monitored by the council's Digital Board. Good progress on streamlining internal forms processes.
✓ Risk 11.03	Monitoring of carefully considered data set to manage performance of the SRS arrangement/demand on services.	Performance measures are in place and monitored on a quarterly basis. Monthly performance information provided by SRS reviewed at SRS Delivery Group and Digital Board. Dashboard created in MI Hub.

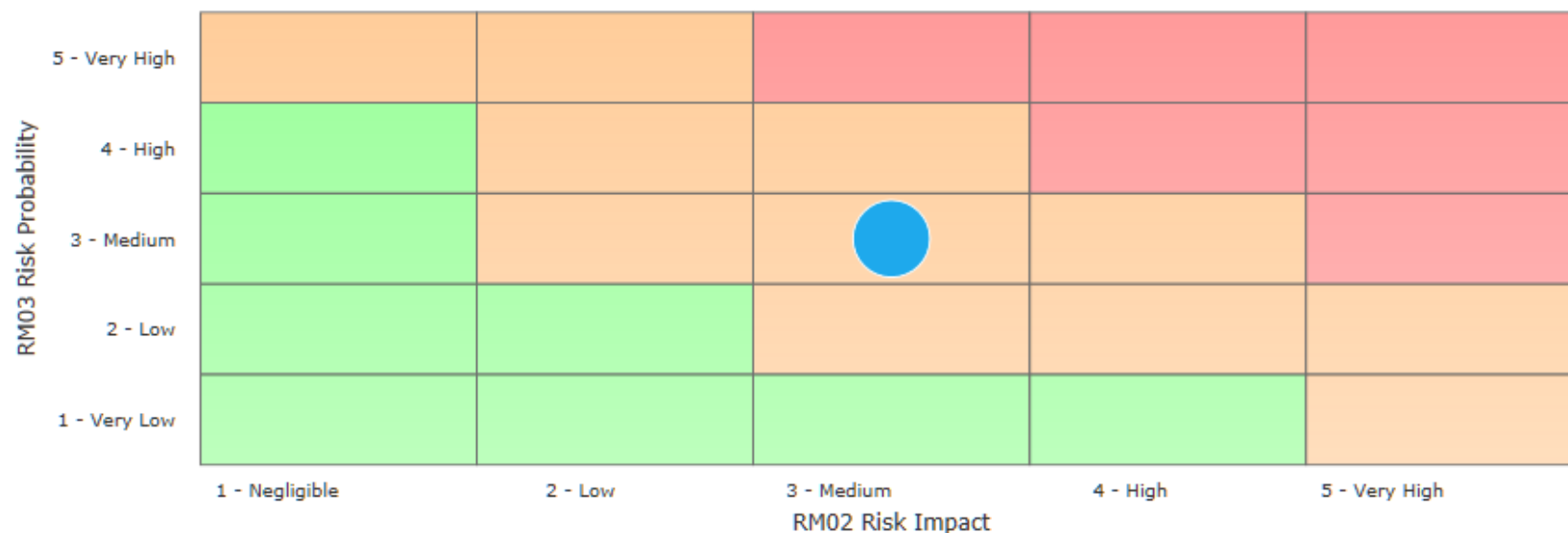
Risk 12 - Increasing Risk of Cyber Attack

Responsible Officer Strategic Director - Place
 Lead Cabinet Member Cabinet Member for Community and Resources

Risk rating prior to mitigation

August 2017 - Medium (9)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 12 - Increasing Risk of Cyber Attack	Risk of data loss, disaster recovery, impact of possible fines.	Sep 2017	<ul style="list-style-type: none"> Corporate Plan Modernised Council Agenda People and Business Change Service Plan



Risk 12 - Assessment Date & Score					
Series					
		Risk Score		Risk Rating	
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	9	9	9
	Risk Rating	ⓘ	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 12.01	Using and Securing Data in line with the council's Digital Strategy. Numerous information risk management activities including the role of the Information Governance Group, Senior Information Risk Owner (SIRO), and Annual Information Risk Report. Also managing compliance, information security incident management, training and awareness raising.	Most of the activities are carried out on an on-going basis. Vulnerabilities identified by the Annual IT Health Check almost complete. New Annual IT Health Check scheduled to enable April submission for Public Services Network (PSN) accreditation. Lessons have been learned as a result of previous incidents and improvements have been made to business continuity arrangements with further improvements scheduled. The Information Governance Group, SIRO and information governance team manage information risk on behalf of the council.

Risk 13 - Asset Management: Carriageways and Buildings

Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Streetscene The Deputy Leader and Cabinet Member for Assets and Member Development

Risk rating prior to mitigation

August 2017 - High (20)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 13 - Asset Management: Carriageways and Buildings	This links to budget challenge and Government changes to financial settlement and grant funding. This refers to the council's ability to maintain assets in the short, medium and long term due to increasing budget pressures.	Sep 2017	<ul style="list-style-type: none"> ▪ Corporate Asset Management Plan 2018-2023 ▪ Corporate Property Strategy and Strategic Asset Management Plan 2013-2018 ▪ Streetscene Service Plan

Risk 13 - Description/Rationale

Carriageways

It is acknowledged throughout Wales that current funding levels fail to ensure a minimum of steady state in highway condition and untreated highway assets continue to deteriorate. Although Newport has proactively used its powers to fund highway condition improvements through prudential borrowing and has benefited from Welsh Government's Local Government Borrowing Initiative (LGBI), the cessation of the Welsh Government's Road Maintenance Grant has resulted in under investment into the city's carriageway asset stock since 2014/15.

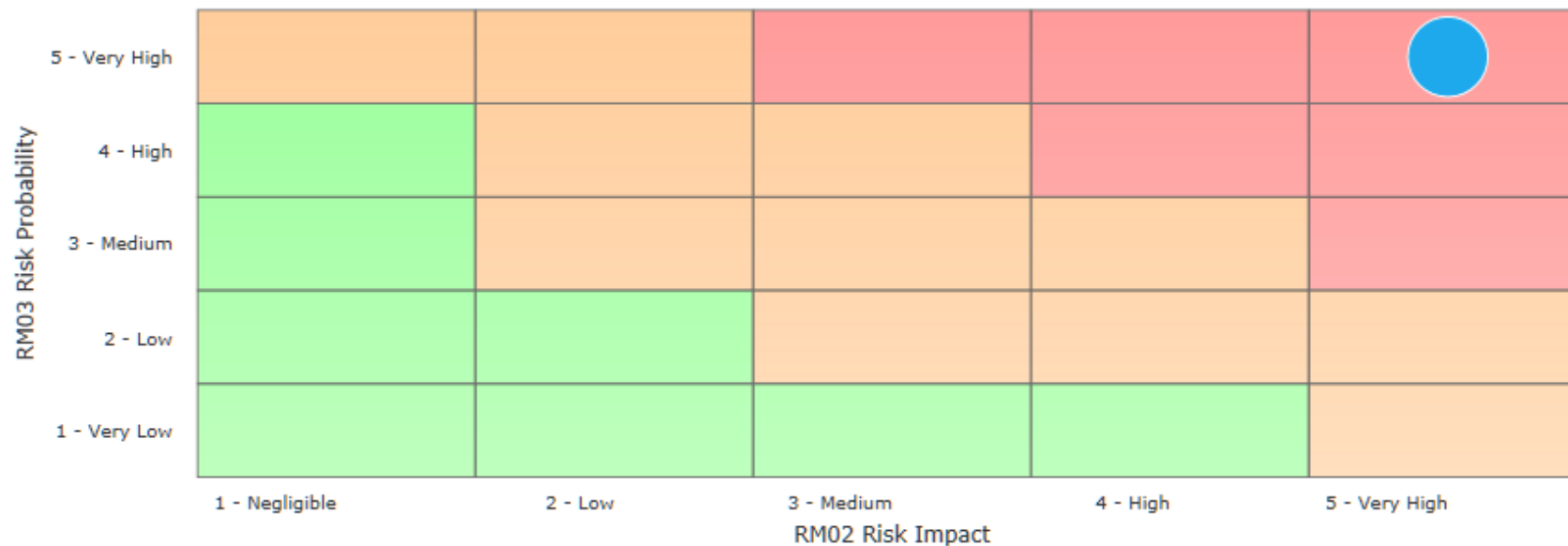
Carriageway condition is a Public Accountability Measure within the council's suite of performance indicators. using the Horizons asset management tool, highway condition can be forecasted for future years against differing levels of capital funding. Using a zero capital budget scenario, the condition evaluations are:

- Cost (over 5 year period) to bring the network up to standard (clear maintenance backlog) = £31.8M.
- Cost (over 5 year period) to keep the PIs PAM 020,021 and 022 at a steady state (maintain current network condition) = £13.4M.
- Gross replacement cost £646M.

Buildings

Newport City Council has a significant property estate, many of which have suffered from a lack of annual and cyclical repair, maintenance and investment. £1.5M is invested annually within the NCC estate from the Capital Maintenance Programme, however, this is not enabling a meaningful impact in reducing the maintenance backlog, which is estimated to be at a value of £50M (dated May 2017). NCC is investing its repair and maintenance programme at a rate of £105/m² which is particularly low compared to adjacent authorities and public sector organisations.

The majority of backlog is contained within building elements such as roofs, timber windows, boilers and electrical works. Based on a maintenance backlog estimate of £50M and assuming a £3M annual depreciation across the estate an investment of £8M per annum would be required.



Risk 13 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	20	20	25
	Risk Rating	ⓘ	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
Despite mitigating actions in place the condition of carriageways continues to decline, this risk is now rated as very high.	▲

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 13.01	Carriageways – The limited capital investment has been implemented to maximise the safety, serviceability and sustainability of the highway asset. However, asset condition continues to decline.	Carriageways – The limited capital investment has been implemented to maximise the safety, serviceability and sustainability of the highway asset. However, asset condition continues to decline.
✓ Risk 13.02	Carriageways – Robust highway inspection and repair regimes mitigate the risk of 3rd party claims as a result of failure of duty to maintain the highway under Section 41 Highways Act.	Carriageways – Robust highway inspection and repair regimes mitigate the risk of 3rd party claims as a result of failure of duty to maintain the highway under Section 41 Highways Act.
✓ Risk 13.03	Carriageways – Support WLGA in its lobbying of Welsh Government for the reintroduction of funding through another round of LGFI.	Welsh Government have confirmed £1m one off grant for highway capital maintenance in 2018/19. Asset condition will be recalculated following this investment. However, although welcome, considering the level of maintenance backlog, little impact is anticipated on whole life of network
✓ Risk 13.04	Buildings – Condition surveys are being enhanced for 2017/18 and 2018/19 to better understand the entire estate, with a reduced commitment for each year thereafter for cyclical condition surveys and specialist surveys to accompany.	Condition and measured surveys are being progressed and commissions being made for the following year.
✓ Risk 13.05	Buildings – A greater level of programming and prioritisation of the Capital Maintenance Programme for delivery to include life expectancy, building sufficiency and suitability, as well as backlog value.	Officers have reviewed the backlog of maintenance across the estate and work is being developed for the capital investment for financial year 2018/19.

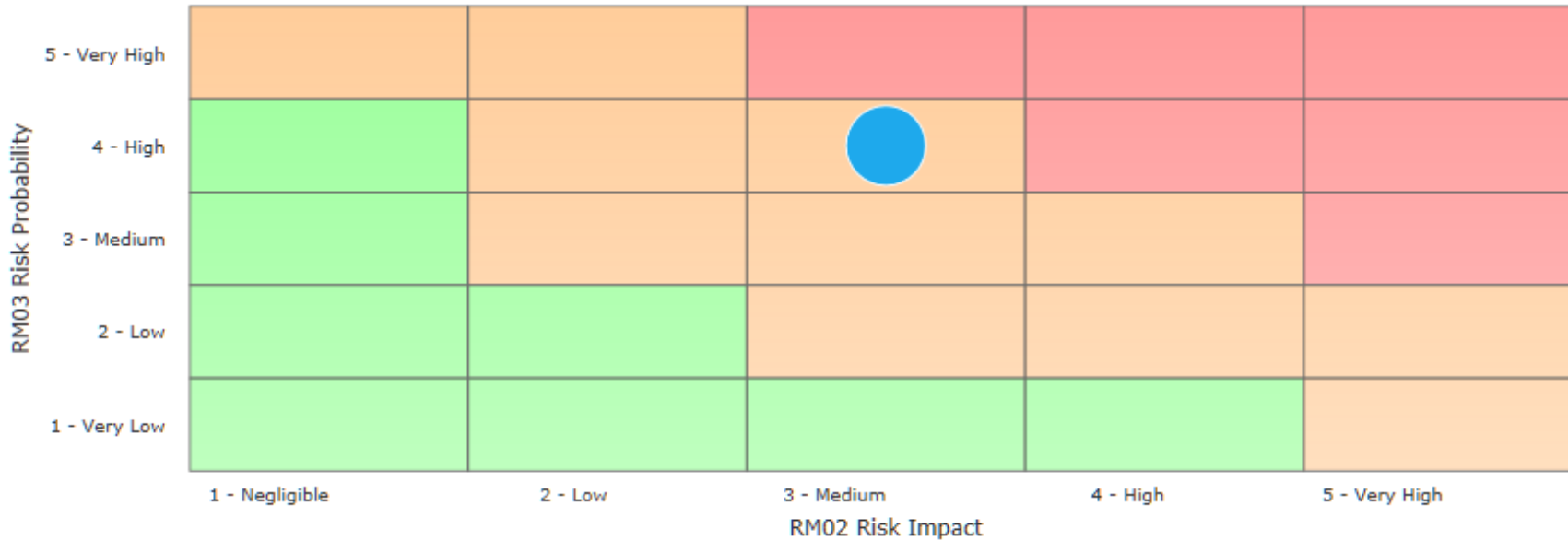
Risk 14 - Recruitment and Retention of Specialist Professional Staff

Responsible Officer	Chief Executive
Lead Cabinet Member	Cabinet Member for Community and Resources

Risk rating prior to mitigation

August 2017 - Medium (12)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 14 - Recruitment and Retention of Specialist Professional Staff	Resilience of council services and ability to retain specialist professional staff and attract new employees in a competitive market place.	Sep 2017	<ul style="list-style-type: none"> Corporate Plan



Risk 14 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	12	12	12
	Risk Rating	Ⓜ	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 14.01	Review of equal pay audit in March 2018 to ensure integrity of the Council's pay and grading system.	
✓ Risk 14.02	Effective succession planning practices demonstrated in key service areas where risk is perceived to be high.	Heads of Service will be required to effectively succession plan to ensure internal talent is being developed in order to successfully appoint to key positions when vacancies arise due to external progression. Heads of Service will need to work closely with their HR Business Partner to identify their individual risks and what development needs exist within their current workforce.

Appendix 2

How the Council Assesses Risk

An assessment of the likelihood and impact of risk is important to measure, compare and monitor risks to ensure efficient use of resources and effective decision making. This assessment is carried out using the risk matrix as described below.

Risk Assessment Matrix

A Corporate Risk Register will contain the high level risks for the whole authority. In order to differentiate between these high level risks a 5x5 risk assessment matrix will be applied. The matrix is shown below and further detail is included in appendix one.

Risks are scored using the scoring system for probability and impact and assigned a rating based on the tolerances set out in the matrix below

Risk Scoring

Probability description	Score
Very Low probability	1
Low probability	2
Medium probability	3
High probability	4
Very high probability	5
Impact description	Score
Negligible	1
Low	2
Medium	3
High	4
Very High	5

Risk Matrix

Probability	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		Impact				

Impact Matrix

Rating	Severity of impact	General description	Impact factors (and examples of what they might look like)							
			Strategic	Operational	Financial	Resources	Governance	Health & Safety	Reputational	
1	Negligible	Low impact. Localised effect		Minor disturbance of non-key area of operations	Unplanned budgetary disturbance <£100k	Loss of asset/money with value >£2k			Reportable (non-serious) accident affecting one employee/member of public/service user	Isolated complaint(s)
2	Low	Low impact for organisation as a whole. Medium localised impact		Minor disruption of a key area of operations or more significant disruption to a non-key area of operations	Unplanned budgetary disturbance £100-£500k	Loss of asset/money with value £2-10k	Mild WAO criticism in report. Mild criticism from a legal/regulatory authority. Isolated fraud	Reportable (non-serious) accident affecting small number of employees/members of public/service users	Formal complaints from a section of stakeholders or an institution	
3	Medium	Medium impact for organisation as a whole	Noticeable constraint on achievement of a key strategic objective	Major disruption of a service area for a short period or more minor disruption of a service area for a prolonged period	Unplanned budgetary disturbance £500k-£2M	Loss of asset/money with value £10-50k	Adverse WAO report. Significant criticism from a legal/regulatory authority requiring a change of policy/procedures. Small-scale fraud relating to a number of people or more significant fraud relating to one person	Reportable (non-serious) accident(s) affecting a significant number of employees/members of public/service users or a serious injury to a single employee/member of public/service user	Formal complaints from a wide range of stakeholders (e.g. several institutions), adverse local press, complaint/s upheld by Ombudsman	
4	High	High impact for organisation as a whole	Severe constraint on achievement of a key strategic objective	Major disruption of a service area for a prolonged period or	Unplanned budgetary disturbance £2-5M	Loss of asset/money with value £50-100k	Qualified account. Severe criticism from WAO/legal/regulatory authority requiring major overhaul of policy/procedures,	Serious injury of several employees/members of public/service users	Significant loss of confidence amongst a key stakeholder	

Rating	Severity of impact	General description	Impact factors (and examples of what they might look like)							
			Strategic	Operational	Financial	Resources	Governance	Health & Safety	Reputational	
				major disruption of several service areas for a shorter period				Significant fraud relating to several employees		group. Adverse national press
5	Very High	Catastrophic	Failure of a key strategic objective	Major disruption of several key areas of operations for a prolonged period	Unplanned budgetary disturbance >£5M	Loss of asset/money with value >£100k	Severe service failure resulting in WAG intervention/special measures Widespread significant fraud	Death of employee(s)		Severe loss of confidence amongst several key stakeholder groups. Damning national press

Probability

Score	General Description	Definition
1	Very Low probability	2% chance of occurrence
2	Low probability	5% chance of occurrence
3	Medium probability	10% chance of occurrence
4	High probability	20% chance of occurrence
5	Very high probability	50% chance of occurrence