

# Report

## Cabinet

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### Part 1

Date: 12 December 2018

Item No: 9

### **Subject Corporate Risk Register Update**

**Purpose** To present an update of the Corporate Risk Register and to note the recommendations and feedback provided by the Council's Audit Committee.

**Author** Head of People and Business Change

**Ward** All

**Summary** The Council's Risk Management Strategy and Risk Register enables the Council to effectively identify, manage and monitor those risks to ensure that the Council realises its Plan and ensure service delivery is provided to its communities and citizens.

At the end of quarter two (30<sup>th</sup> September 2018) there were 14 risks identified in the risk register made up of 5 high risks and 9 medium risks. At the end of this quarter Risk 14 (Recruitment of specialist staff) was closed, the risk rating for Risk 6 (Medium Term budget) increased from 16 to 20 due to budget pressures and Risk 2 (Capacity & Capability) reduced from 12 to 9 following the implementation of the Talent Management Framework and Management in Action course. All remaining 11 risk ratings remained the same in the last quarter.

The Risk Register was submitted to the Council's Audit Committee in November 2018 and the Committee comments are included in the report.

The next quarter report will include a re-evaluation of all risks including the risks and mitigations relating to Brexit and a new risk relating to the city centre security and safety.

**Proposal** Cabinet is asked to consider the contents of the Corporate Risk Register and to note the recommendations raised by the Council's Audit Committee by the Quarter 3 update.

**Action by** Chief Executive, Strategic Directors and Heads of Service

**Timetable** Immediate

This report was prepared after consultation with:

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

**Signed**

## Background

As part of the Wellbeing for Future Generations (Wales) Act 2015, it is a requirement for all public sector bodies to set Wellbeing objectives in their Corporate Plans. This enables the Council to set its vision future and how it will improve lives of the current and future generations. With any Corporate Plan there will be risks that may prevent the Council from achieving its objectives. The Council's Risk Management Strategy and Risk Register enables the Council to effectively identify, manage and monitor those risks to ensure that the Council realises its Plan and ensure service delivery is provided to its communities and citizens.

### 1. Risk Management Strategy

The Risk Management Strategy outlines how the Council manages its risk management process in identifying, managing and monitoring corporate risks in the Council's risk register using the Management Information Hub system. All risks identified in the risk register are owned by a member(s) of the Senior Leadership Team and a Cabinet Member. Mitigating actions to minimise the risk from occurring are managed by members of the Corporate Management Team with updates on progress of delivery provided every quarter.

Below the Council's Corporate Risk Register sits other risk management activities, which are managed through their own governance processes and control frameworks. Escalation processes are in place to for potential corporate wide risks to be escalated into the Corporate Risk Register. These activities include:

- **Programme / Project Risk Management** – managed through the programme / project boards;
- **Civil Contingencies (emergency planning and business continuity)** – Managed through People & Business Change service area and the Gwent Local Resilience Forum;
- **Newport Well-being Plan / Partnership risks** – managed through the One Newport Public Services Board and supporting delivery boards;
- **Newport Council Service Area risks** – Managed through their Senior Management Boards;
- **Information Governance Risk** – managed through the Council's Information Governance Board;
- **Health & Safety** – managed by the Council's Health & Safety team and service areas.

### 2. Summary of risks in this report

At the end of quarter two (30<sup>th</sup> September 2018) there were 14 corporate risks consisting of 5 high risks and 9 medium risks. The risk mitigation actions identified for each risk is imperative for outlining how these risks are managed and enable the Council achieve its objectives. Appendix 1 of this report provides a summary of the risk register and movement of risks in the last 4 quarters. During quarter two, there has been three changes to the Corporate Risk Register:

- **Risk 2 (Capacity and Capability to meet the Council's Objectives)** – During quarter 2, the Council launched 2 key programmes: Talent Management Framework and the Management in Action course for 350 managers. Both of these will enable the Council to provide its existing and future managers with the capability to deliver its objectives. As a result of this work it was agreed to reduce the risk score from 12 to 9.
- **Risk 14 (Recruitment & Retention of Specialist staff)** – This risk has now been closed because of the completion of the two mitigating actions assigned to the risk. It is also recognised that Risk 2 (Capacity & Capability to meet Council's objectives) is also managing aspects in relation to workforce planning, succession planning and the Council's Talent Management Framework.
- **Risk 6 (Balancing of the Council's Medium Term Budget)** - It is recognised by the council that there are still significant challenges in balancing the 2019/20 budget and delivering the medium term plan because of the ongoing demand pressures, pay awards and funding challenges. As a result of these challenges the impact of this risk has been increased to reflect the importance of setting a balanced budget.
- **Risk 4 (Brexit)** - The Council (led by the Strategic Director for Place) has received guidance from the Welsh Local Government Association (WLGA) and is in the process of undertaking a detailed analysis to identify any gaps across the organisation, which could be directly or indirectly affected by Brexit

over the next 5 years. The outcome(s) of this work will enable us to reassess the risk and implement the necessary mitigation actions, which will be reported at the quarter 3 update.

All of the remaining risks have remained at the same risk level. Appendix 2 contains the detail and planned mitigating actions for each risk. These take the form of screenshots from the Council's Management Information Hub. In quarter three, there will also be the inclusion of a new risk relating to the city centre security and safety.

### 3. Risk Management Assurance and Feedback from the Council's Audit Committee

All risks identified in the Council's Corporate Risk Register are subject to quarterly reviews and are reported to the Council's Audit Committee. The Audit Committee's role is to ensure that the corporate governance, internal control and risk management arrangements are operating effectively and efficiently. The Council's Internal Audit team delivers a risk-based plan to provide ongoing assurance of the Council's corporate governance, internal control and risk management arrangements. Quarterly updates on the delivery of the plan and assurance over the Council's systems and processes are provided to the Council's Audit Committee with an overall assurance statement provided at the end of every financial year.

On 22<sup>nd</sup> November 2018, the Audit Committee was presented with the quarter two risk report. The Committee discussed several areas of the Risk Report in relation to the risk management process and activities undertaken by the Council's Corporate Management Team to manage and mitigate the risks identified in the report. A summary of the feedback and recommendations raised is provided below:

- **Risk 4 (Brexit)** – the Audit Committee discussed the activity undertaken by the Council's Corporate Management Team in managing this risk. The Committee would like to inform Cabinet Members that the risk had been identified but it was not known the totality of its impact in relation to the different Brexit scenarios and that senior management should be aware of that at the end of quarter two. It was recommended that:
  - There should be more visibility at a higher level bringing together the knowledge and information from individual service areas;
  - There should be more reflection on the Partnership working being undertaken to address the Brexit Risk; and
  - The Brexit risk in the Corporate Risk Register should be re-examined and provide a more comprehensive overview of the mitigating activity being undertaken across the Council to address the risk.
- **Risk 7 (Increased pressure on demand led services)** – The Committee noted that the management updates on the progress against the mitigating actions had not fully demonstrated the partnership / collaborative working that takes place between the Council, Health bodies and third sector organisations. This was exemplified in by the Older Persons Pathway (Risk 7.06) not fully demonstrating the work being undertaken to reduce the demand on Health and Social Care. It was recommended:
  - That Risk Owners and Action Owners consider the collaborative working being undertaken between the Council and its partners to help reduce the risk on the Council in delivering services.
- **Risk 13 (Asset Management: Carriageways and Buildings)** - The Committee discussed the rationale for the risk score of 25 and why this risk has stayed at the same score and whether the mitigating actions identified in the risk register were effective in reducing risk for the Council. The Committee acknowledged the rationale for the scoring was a reflection on the cost to maintain the highway assets and council buildings and that there is a significant shortfall in the Council's revenue and capital budgets to meet these demands. The Committee also challenged why Highways assets and Council buildings were combined into one risk. The Audit Committee recommended:
  - That Cabinet should take action to raise these concerns with the Welsh Government over the funding levels to maintain Council assets;

- Senior Management re-evaluate this risk and determine whether the risk effectively covers both risk areas relating to highways / building assets and if mitigating actions are sufficient to address the risk;
- That if the risk cannot be mitigated that the annual governance statement and accounts reflect this risk on the Council.

Senior Management will be considering these recommendations during quarter three and will report back to Cabinet at the next quarter three report what action has been undertaken and outcomes of the risk management activity.

### 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?
The Council does not achieve its objectives as corporate level risks are not adequately managed and monitored.	M	L	Risk Management Strategy has been adopted and mechanisms are in place to identify, manage and escalate emerging and new risks / mitigation strategies.	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 an update on the progress of actions taken to address the recommendations raised by the Audit Committee and Cabinet, in the quarter three report.
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 an update on recommendations raised in the quarter three report. This will give the Cabinet sufficient assurance and 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**

Risk Management in the Council is a key area to implementing Wellbeing of Future Generations Act (Wales) 2015. The Corporate Risk Register enables the Council to capture, manage and monitor those risks, which could prevent the achievement of the objectives in the Corporate Plan and the Wellbeing plan. The risks and the mitigating actions identified in the Corporate Risk Register are subject to ongoing assessment, which also enables the Council to identify any new and emerging risks.

### **Comments of Cabinet Member**

The Chair of Cabinet has been consulted and has agreed that this report goes forward to Cabinet for consideration, including the Audit Committee comments.

### **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. The views of the Committee are considered in this 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, 23<sup>rd</sup> May 2018

Corporate Risk Register, Audit Committee, 24<sup>th</sup> May 2018

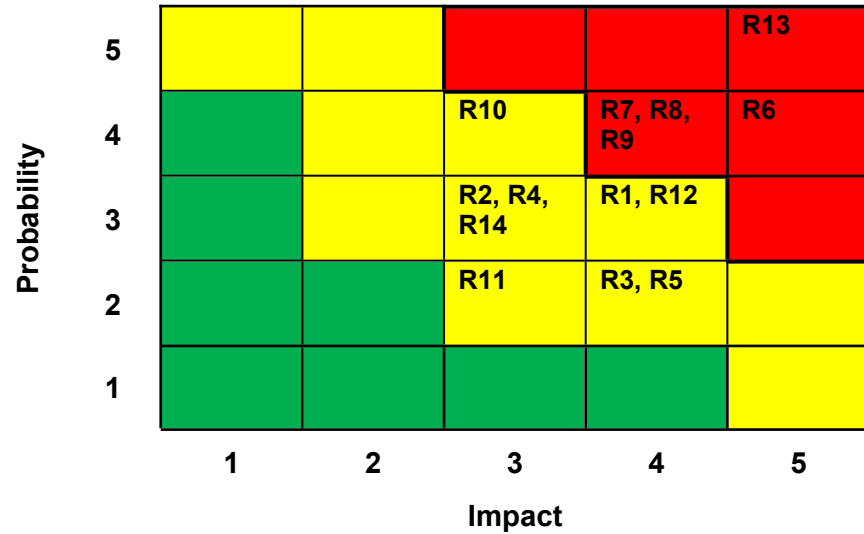
Corporate Risk Register, Cabinet 19<sup>th</sup> September 2018

Corporate Risk Register, Audit Committee, 20<sup>th</sup> September 2018

Dated: December 2018

Appendix 1

Quarter 2 Corporate Risk Heat Map



Corporate Risk Heat Map Key	
R1 – Legislative Requirements	R8 – Risk of Stability of External Suppliers
R2 – Capacity and Capability to meet the Council’s Objectives	R9 – Increasing pressure on Existing Infrastructure
R3 – Safeguarding	R10 – Climate Change
R4 – Brexit	R11 – Increasing demands on IT Services and the Modernised Agenda
R5 – In Year Financial Management	R12 – Increasing Risk of Cyber Attack
R6 – Balancing the Council’s Medium Term Budget	R13 – Asset Management Carriageways and Buildings
R7 – Increased Pressure on Demand Led Services	R14 – Recruitment and retention of Specialist Professional staff



**Risk Score Profile between Quarter 3 2017/18 and Quarter 2 2018/19**

<b>Risk Position</b>	<b>Risk No. - Description</b>	<b>Risk Score Quarter 3 2017/18</b>	<b>Risk Score Quarter 4 2017/18</b>	<b>Risk Score Quarter 1 2018/19</b>	<b>(Current) Risk Score Quarter 2 2018/19</b>
1	<b>R13 – Asset Management: Carriageways and Buildings.</b>	20	25	25	25
2	<b>R06 – Balancing the Council’s Medium Term budget.</b>	16	16	16	20
3	<b>R09 – Increasing Pressure on Existing Infrastructure.</b>	16	16	16	16
4	<b>R07 – Increased pressure on demand led services</b>	16	16	16	16
5	<b>R08 – Risk of stability of external suppliers</b>	20	20	16	16
6	<b>R10 – Climate Change</b>	12	12	12	12
7	<b>R01 – Legislative Requirements</b>	12	12	12	12
8	<b>R12 – Increasing risk of Cyber Attack</b>	9	9	12	12
9	<b>R02 – Capacity and capability to meet the Council’s Objectives.</b>	12	12	12	9
10	<b>R04 – Brexit</b>	9	9	9	9
11	<b>R05 – In Year Financial Management</b>	12	9	8	8
12	<b>R14 – Recruitment and Retention of specialist Professional Staff</b>	12	12	9	9
13	<b>R03 – Safeguarding</b>	8	8	8	8
14	<b>R11 – Increasing demands on IT services and the Modernised agenda</b>	6	6	6	6

## Appendix 2.

### 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

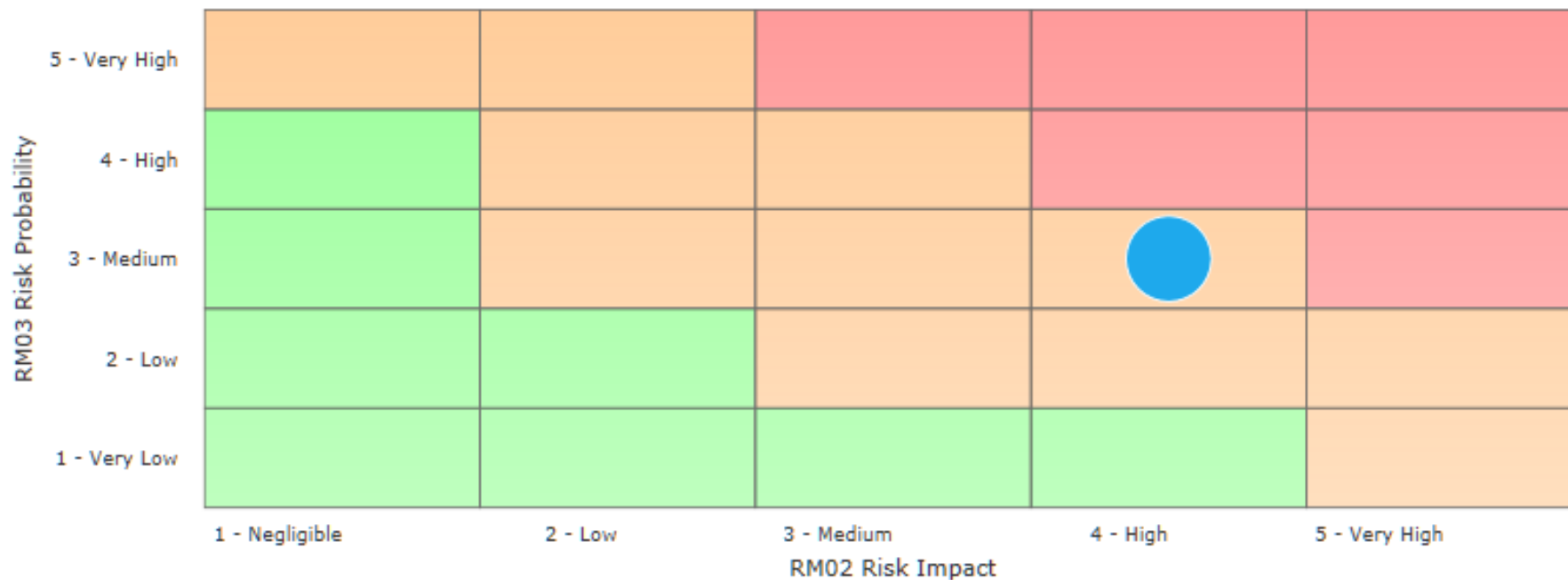
Risk rating prior to mitigation

August 2015 - high (16)

Risk	Description	Sep 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"><li>Service Planning</li></ul>

### 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 waste 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.
- The General Data Protection Requirement (GDPR) enhances data protection requirements for bodies and offers further protection to individuals. Whilst similar to previous data protection legislation, there are new requirements which the Council will need to meet.



Risk 01 - Assessment Date & Score					
Series					
	Risk Score				
	Risk Rating				
		<b>Dec 2017</b>	<b>Mar 2018</b>	<b>Jun 2018</b>	<b>Sep 2018</b>
> RM01 Risk Rating	Risk Score	12	12	12	12
	Risk Rating	●	●	●	●

Sep 2018	
Risk - Direction of Risk	Direction
As reported previously there remains significant pressure on the Council to implement the new duties required by legislation and compliance standards. Significant work has been completed, but there are resource implications and remain major risk factors.	➔

## Planned Mitigation

Mitigating Action

All 12 selected

		Sep 2018
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 01.01	Welsh Language Act: Strategic Equalities Group monitors implementation supported by Welsh Language Group.	<p>To reflect the significance of the Equalities Agenda the Strategic Equalities Group (SEG) now meets every other month, engaging with a different Equality Objective in each meeting. The group continues to be chaired by Deputy Leader Mark Whitcutt, and also has ongoing representation from Trade Unions, Senior Management, and a members of the political opposition.</p> <p>The Welsh Language Implementation Group continues to be an internal working group charged with the responsibility of delivering and implementing the Welsh Language Standards across the authority. The group is facilitated by the authority's Welsh Language Officer and enjoys broad support from senior management from across the authority.</p>
<input checked="" type="checkbox"/> Risk 01.02	Welsh Language Act: Action plans in place and being monitored. This has shown significant progress.	Welsh Language Action Plans are still being monitored and returned to the Welsh Language Officer on a regular basis. A review of these plans since the implementation of the standards demonstrates a broad move towards compliance with the Welsh Language Measure and subsequent Welsh Language Standards.
<input checked="" type="checkbox"/> 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.	The authority has continued to promote awareness of Welsh Language Standards and has publicized the availability of guidance on the intranet and staff notice boards. Over the coming year, we will be looking to refresh this material to ensure we keep momentum in regards to Welsh Language Standards moving forward.

Sep 2018

	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> 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 arrangements via an SLA with Cardiff Council are now in place and are working effectively. Cardiff Council's translation unit has proved able to accommodate the specific requirements of the authority, particularly in regards to the translation of the Newport City Council's Corporate Website. Access to Cardiff's translation portal has been decentralized and made available to council staff and a guidance document on using the portal has been produced.
<input checked="" type="checkbox"/> Risk 01.05	Welsh Language Act: 5 year strategy developed through consultation.	<p>The authority has demonstrated good progress in delivering on many of the actions established within the 5 Year Welsh Language Strategy. The authority has refreshed its promotional materials through the launched the its 'Benefits of Bilingualism' campaign.</p> <p>The authority also successfully led on a grant application to encourage BAME engagement with the Welsh Language, a project which has been highlighted by the Welsh Language Commissioner's Office as being good practice which should be emulated by other local authorities.</p>
<input checked="" type="checkbox"/> 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.	Further awareness raising sessions with senior managers and members are planned. Work on the mid year service plan reviews has reinforced the five ways of working. as have reviews by Wales Audit Office particularly around corporate plan progress. The annual report has been compiled and published supporting the developing work on wellbeing objectives.
<input checked="" type="checkbox"/> 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.	All report templates, service plans and business case templates updated to reflect the principles of the Act. Mid year service plan reviews will reinforce this. Head of People and Business Change comments on formal reports consider the five ways of working of the WFG Act.



Sep 2018

	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> Risk 01.08	Future Generations Act: Public Services Board established with agreed Terms of Reference, formal meetings are held at least quarterly.	Formal PSB meetings take place on a quarterly basis, focus currently on delivery of the Well-being Plan published May 2018. Representation of all sectors are involved in delivery of the plan although formal performance reporting has not yet commenced.
<input checked="" type="checkbox"/> 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.	Wellbeing assessment published and will be reviewed this year. Work programme reported to PSB, behind schedule owing to resource commitments. Development work with colleagues across the Gwent local authorities through the GSWAG officer group.
<input checked="" type="checkbox"/> Risk 01.10	Future Generations Act: Development of wellbeing objectives finalised, and aligned with performance reporting.	First combined annual report has been received by Cabinet. Scrutiny are also reviewing progress against the corporate plan and how this is reported - this will incorporate wellbeing objectives.
<input checked="" type="checkbox"/> 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.	With standard processes in place, plus diversion of municipal waste for sorting is in place and increased tonnage for recycling from different City Services departments, all is on track to meet the recycling targets in 18/19. Proposals to further increase recycling performance in order to meet an increased target of 64% for 19/20 have been included as part of the waste strategy proposal, currently being considered for approval
<input checked="" type="checkbox"/> Risk 01.12	General Data Protection Requirement (GDPR): The Council is ensuring compliance through the Information Governance Group and a cross-organisation Task and Finish Group, making recommendations and changes as required.	Good progress in relation to General Data Protection Regulation (GDPR) made by GDPR Task and Finish Group. Publication of privacy notices for services areas and general information published at <a href="http://www.newport.gov.uk/privacynotice">www.newport.gov.uk/privacynotice</a> . Data Protection Officer role formally assigned to Digital Services Manager post. Further work on GDPR being progressed as part of what will become the on-going Data Protection group.

## 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)

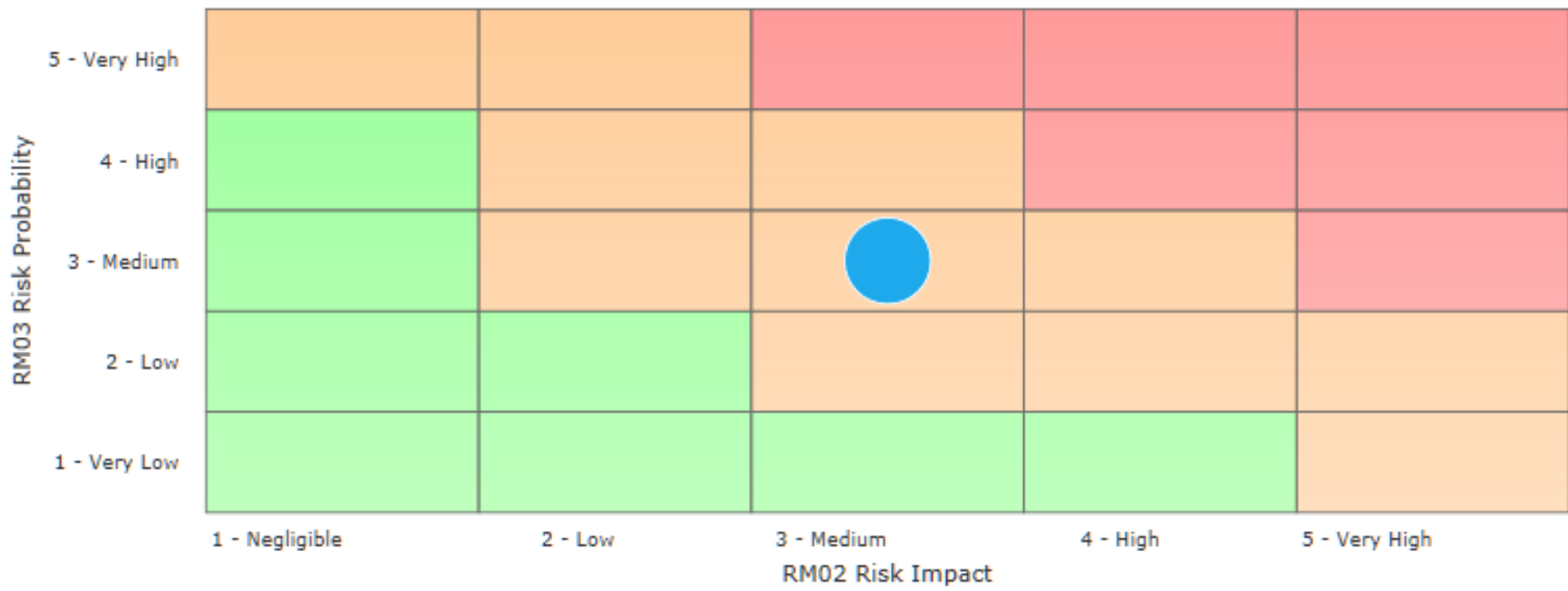
Risk	Description	Sep 2018	
		Identified	Links To
RISK 02 - Capacity and Capability to Meet the Council's Objectives	That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.	Jun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

### 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			
		Dec 2017	Mar 2018	Jun 2018	Sep 2018
> RM01 Risk Rating	Risk Score	12	12	9	9
	Risk Rating	●	●	●	●

Sep 2018	
Risk - Direction of Risk	Direction
	➔

## Planned Mitigation

Mitigating Action

4 selected

	Sep 2018	
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 02.01	People and Business Change will pilot career pathway planning in Autumn 2017 to role model to other service areas.	Since the restructure we have embarked on a process to develop the career pathways across HR services. This is anticipated to be completed by the end of December 2018 followed by wider roll out in 2019.
<input checked="" type="checkbox"/> Risk 02.02	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.	Other service areas have taken advantage of completing NVQ qualifications since 2017 and wherever possible, requests are supported.
<input checked="" type="checkbox"/> Risk 02.03	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.	Work has not yet started on this activity but it is anticipated that progress will be updated in the next quarter.
<input checked="" type="checkbox"/> Risk 02.04	Additional Investment in Project Management and business change resources.	The organisation has changed its governance arrangements to embed change and innovation within Boards delivering the Corporate Plan and Innovation Programme. The role of project management is changing within this context and responsibility has been broadened to increase capacity, with HOS directly responsible for delivery of change and innovation, supported by a re-structured professional HR provision and other corporate services. This will ensure greater resilience over time and will be monitored.

	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> Risk 02.05	Coaching, shadowing and mentoring opportunities delivered as part of the change programme.	The 2 day coaching programme remains popular and is booked for November, with ILM offered post course. The Newport Manager Network will be considering ways in which to develop coaching and mentoring across senior leadership. A mentoring network will be established across the organisation for those employees looking for a mentor in early 2019.
<input checked="" type="checkbox"/> Risk 02.06	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.	The organisation has invested in a Talent Management Programme to develop the skills of management tiers in delivering the changes required to meet the financial challenge. This will develop over 300 hundred staff and improve leadership, management and programme delivery skills.
<input checked="" type="checkbox"/> Risk 02.07	People service plan to heavily focus on workforce planning and OD for next 12 months.	One of the key OD interventions has commenced in September 2018. The Talent Management Framework was approved by SLT and the first element, Management in Action, has started roll out of 350 managers accessing leadership development. 4 employees applied for and were selected to take part in the first cohort of the MBA in Emerging leadership and have started their studies. Two other elements - coaching and mentoring, and job shadowing opportunities are due to follow.

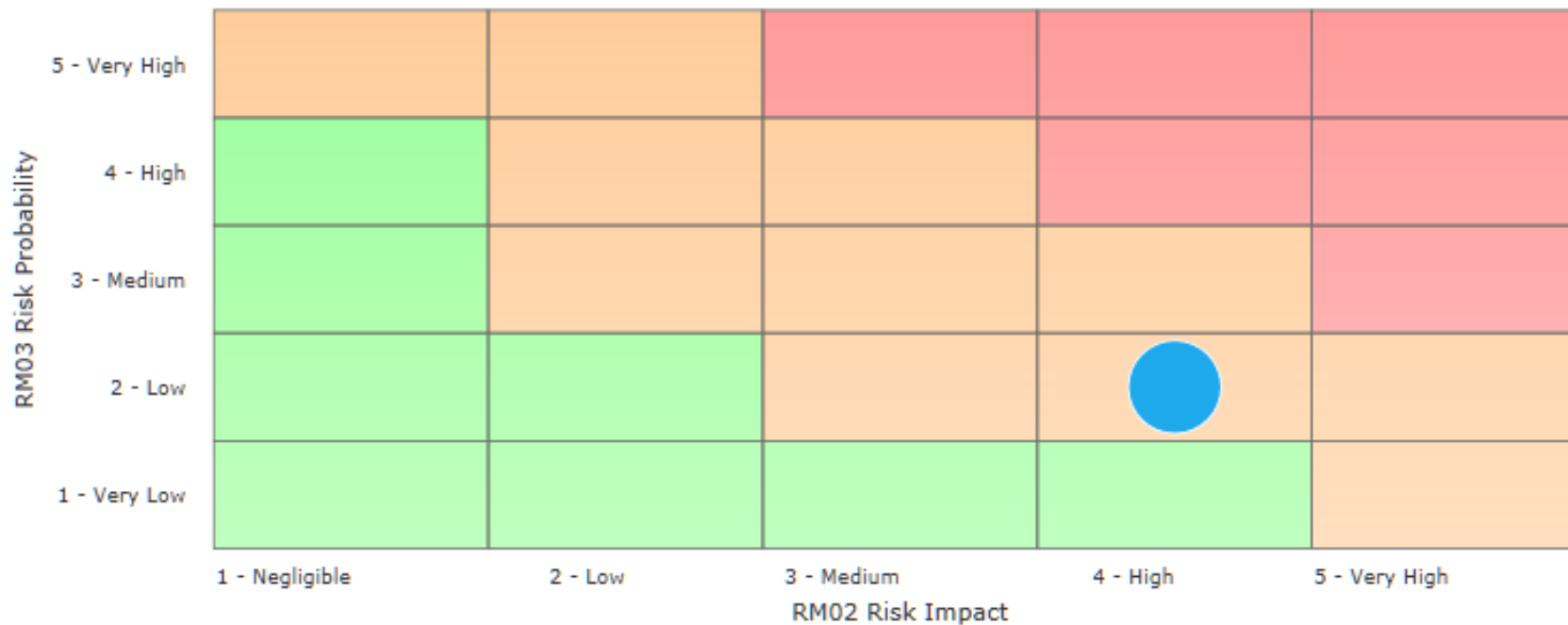
# RISK 03 - Safeguarding

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

Risk rating prior to mitigation

March 2017 - Medium (8)

Risk	Description	Sep 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"> <li>Corporate Plan</li> <li>Service Planning</li> </ul>



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

Sep 2018	
Risk - Direction of Risk	Direction
The risk score for Safeguarding remains unchanged for Quarter 2 following an email from the Strategic Director of People dated 23/10/2018 (See attached). Since the last quarter update, 2 actions have now been closed but 3 new actions have been created and approved by the Strategic Director of People.	→

## Planned Mitigation

Object Measure Name

All 7 selected

		Sep 2018
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 03.01	Safeguarding Action Plan agreed and implementation underway.	This action has now been implemented. Close mitigating action.
<input checked="" type="checkbox"/> Risk 03.02	Continuous review of policies and procedures.	This action has now been implemented. Close mitigating action.
<input checked="" type="checkbox"/> Risk 03.03	Raising awareness of policies and procedures with staff.	<p>Safeguarding Strategy has been drafted.</p> <p>Policies have been drafted &amp; ratified - these need to be uploaded onto the intranet. Plan is to re-launch Safeguarding policies once on the intranet to raise awareness and notify staff where they are held.</p> <p>Social care staff are also directed to the Gwent Safeguarding website for additional guidance.</p> <p>We are currently in the 2nd phase of the Safeguarding Hub pilot. The pilot phase will continue until February 2019.</p>

	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> Risk 03.04	Partnership working.	<p>Children Safeguarding, Adult Safeguarding, Police, IDVA, Prevention Services are all partners of the Safeguarding hub. Education will be joining w/c 1st October, with additional police resource to gather immediate lateral information before informing the schools of a domestic incident. Incidents will be reported to the hub and RAG rated and forwarded to schools. Due to the success of the safeguarding Hub Housing, Probation &amp; YoS want to join and be co-located - currently investigating suitable premises &amp; options.</p> <p>The Local Safeguarding Network meets every 6wks. Safeguarding practitioner events are held and this addresses all local issues. Practitioner events are open to all professionals within Newport who want more information. Information is shared from Local Authorities and care providers.</p>
<input checked="" type="checkbox"/> Risk 03.05	Establishment of Safeguarding Champions across the service areas.	Rollout Safeguarding Champions across all service areas to specifically address all safeguarding information e.g. duty to report concerns, safe recruitment, general support.
<input checked="" type="checkbox"/> Risk 03.06	Review Schools DBS procedure.	Schools DBS checks are currently completed on employment & then only if someone changes post/school. It has recommended that reviews to take place every 3-5 yrs to allow for catch up. HR currently scoping costs etc.
<input checked="" type="checkbox"/> Risk 03.07	Safeguarding Training to be provided to Council Members and staff	Training sessions have been held with members. Training in-house and Regional Safeguarding Boards for both Adults & Children. Safeguarding Champions have been tasked with raising awareness across all service areas. Will be looking into e-learning as part of the induction. All members have to complete Ask & Act e-learning, considering how this can be conducted for why safeguarding is important for everyone.

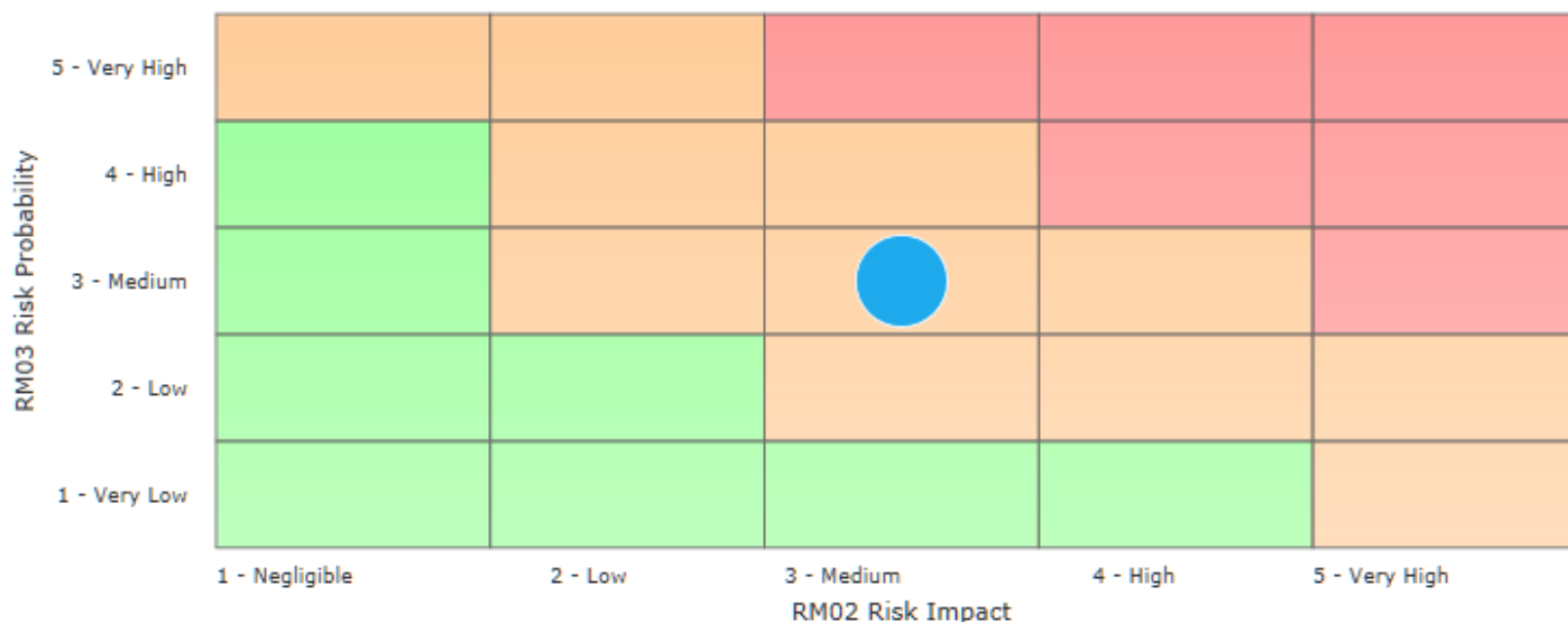
# RISK 04 - Brexit

Responsible Officer	Chief Executive
Lead Cabinet Member	Leader of the Council

Risk rating prior to mitigation

August 2017 - Medium (9)

Risk	Description	Sep 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"> <li>Corporate Plan</li> <li>Service Plans</li> </ul>





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

Sep 2018	
Risk - Direction of Risk	Direction
Work has been ongoing with the WLGA to better understand the impact of Brexit on the Council. As there is still uncertainty about the direction which the UK will go the score will remain the same.	→

### Planned Mitigation

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> 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).	As the outcome of the UK position as to whether a 'Hard' brexit or 'Soft' brexit will be the preferred model there still remains uncertainty over the financial impact which Brexit will have on the Council's financial position in 2019/20 and beyond. Collaboration is still ongoing between the Council, the WLGA and other Gwent Local Authorities in developing appropriate strategies to manage any financial impact on the Council. Work with the Council's Finance Service Area is ongoing to examine the potential financial impacts on the Council services.
<input checked="" type="checkbox"/> 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.	The UK government has initially indicated that any existing EU regulation passed now and during the transition period will be passed into UK law. However, there will remain some uncertainty until the UK government has agreed its final position. The Council will continue to work in accordance with EU regulations until further direction is received from the UK Government.
<input checked="" type="checkbox"/> Risk 04.03	This remains uncertain, further discussion and engagement from the Welsh Government and UK Government is needed to confirm timescales.	This area remains under development in line with central government advice, however the Council has identified key risks as community cohesion, potential for loss of key businesses, congestion (port), staff recruitment and retention, and impacts on local government budget settlements.



## Risk 05 - In Year Financial Management

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

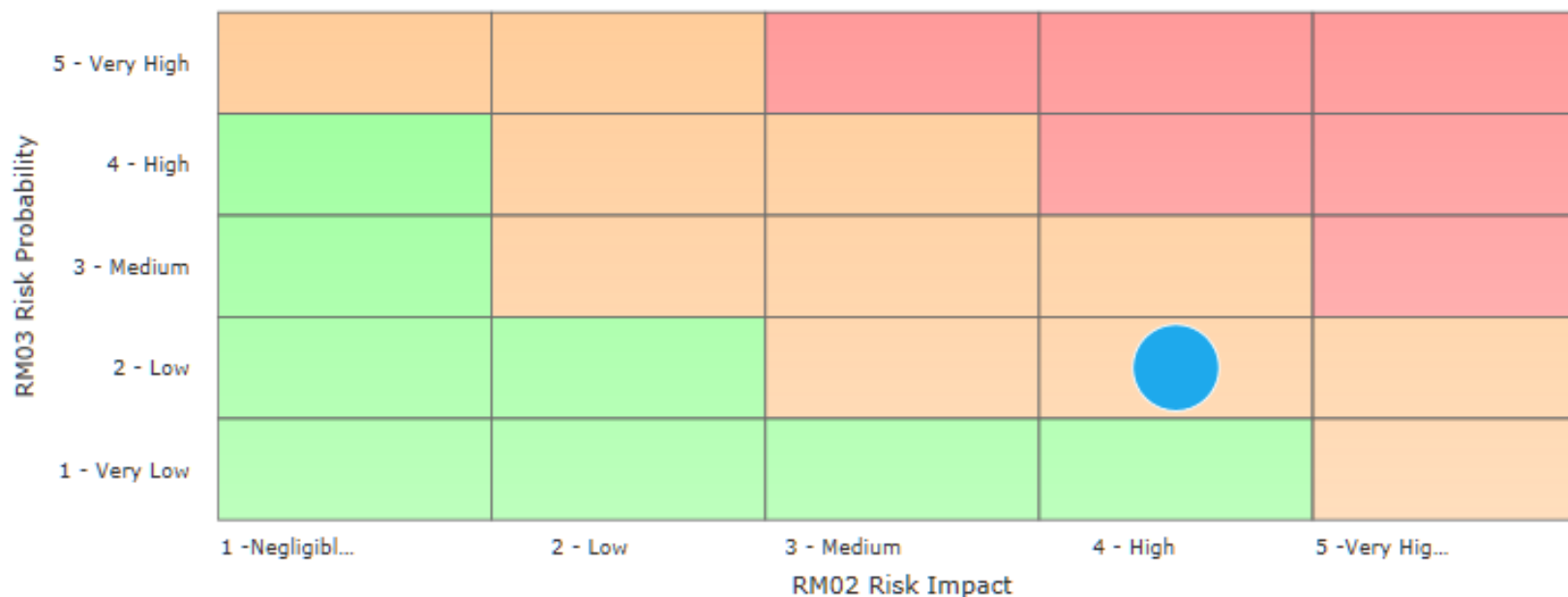
Risk rating prior to mitigation

August 2017 - Medium (12)

Risk	Description	Sep 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"> <li>All services depending on severity &amp; mitigation put in place</li> </ul>

### 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				
		Dec 2017	Mar 2018	Jun 2018	Sep 2018	
>	RM01 Risk Rating	Actual	12	9	8	8
		Risk Rating	●	●	●	●

Sep 2018	
Risk - Direction of Risk	Direction
September monitoring continues to show an underspend for the year. This however is due to a number of one off non-service savings from VAT refund, NDR rebates and crematorium income, as well as unused contingency. Service areas including schools are continuing to see a significant challenge and are currently overspending by c£7.5m. This will need to be addressed going forward by Heads of Service.	➔

## Planned Mitigation

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 05.01	CMT instigated targeted spending freeze on non-essential spending.	It has been confirmed that this mitigation action has now been completed. As a result of this action it has been agreed for this action to close and for a new planned mitigation action to be implemented for Quarter 3 onwards.
<input checked="" type="checkbox"/> 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.	As a result of a review of the planned mitigation it has been agreed for this action to close as arrangements are in place. A new planned mitigation action has been shared with CMT members.
<input checked="" type="checkbox"/> 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.	This action has been completed and as a result a new planned mitigation action has been shared with CMT and agreed to be implemented for Quarter 3 onwards.
<input checked="" type="checkbox"/> Risk 05.04	Heads of Service with their service managers, supported by corporate business partners will plan actions to mitigate and bring down overspends in the future.	This is a new mitigating action and an update will be provided from quarter 3.
<input checked="" type="checkbox"/> Risk 05.05	Focus on forward planning to ensure early identification of potential overspending to enable early resolution and incorporate into medium term financial projections, where unavoidable, as appropriate.	This is a new mitigating action and an update will be provided from quarter 3.
<input checked="" type="checkbox"/> Risk 05.06	Ensure medium term planning based on robust information on key cost drivers and risk areas.	This is a new mitigating action and an update will be provided from quarter 3.

## Risk 06 - Balancing the Council's Medium Term Budget

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

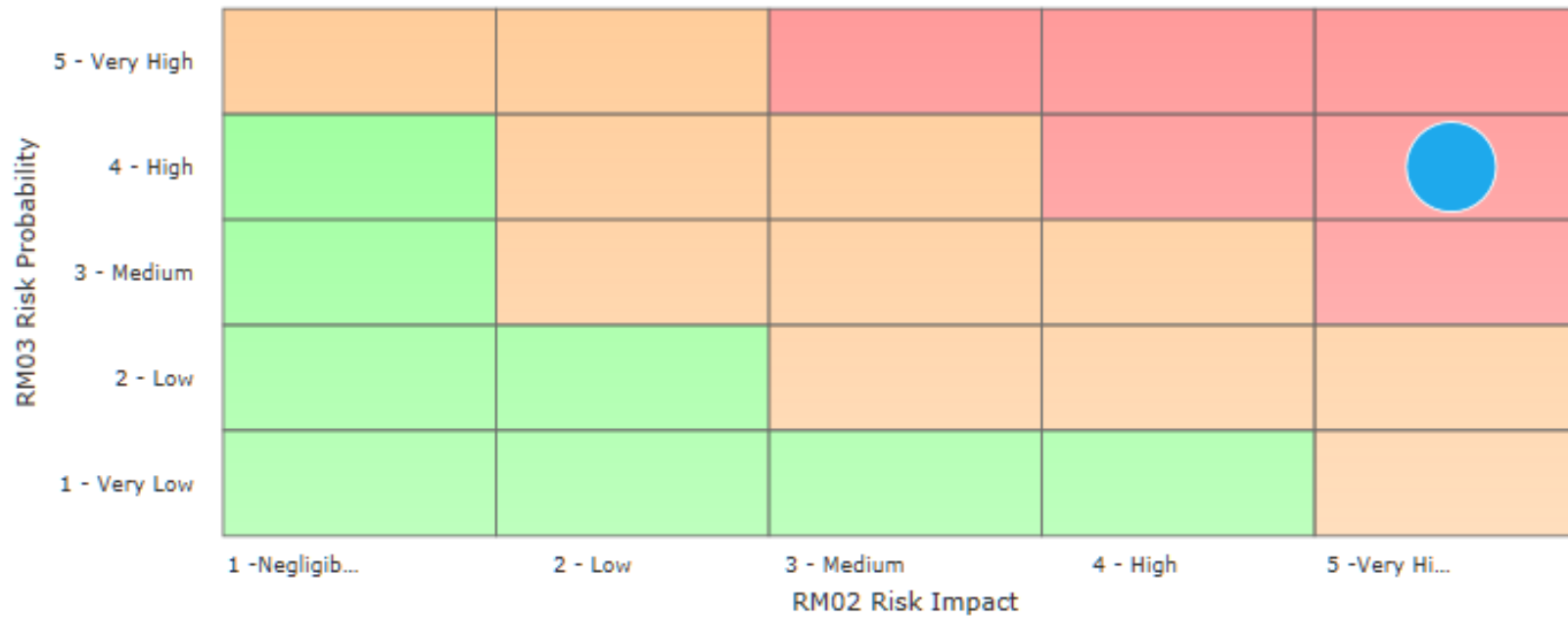
Risk rating prior to mitigation

August 2017 - High (16)

Risk	Description	Sep 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"> <li>All council services and priorities</li> </ul>

### 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 Council's 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					
		Actual		Risk Rating	
		<b>Dec 2017</b>	<b>Mar 2018</b>	<b>Jun 2018</b>	<b>Sep 2018</b>
> RM01 Risk Rating	Actual	16	16	16	20
	Risk Rating	▲	▲	▲	▲

Sep 2018	
Risk - Direction of Risk	Direction
There is still a significant challenge in balancing the 2019/20 budget, and the medium term gap has significant challenges including increased demand pressure, pay awards and funding challenges. It has been decided to increase the impact of the risk to very high, as has been seen by Northamptonshire not setting a balanced budget can have severe consequences.	⚡

## Planned Mitigation

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 06.01	On-going review and challenge to budget pressures within the MTFP	Reviews were carried out with Heads of Service and Strategic Directors of their budget pressures in May. These were updated in June. Following a few months of monitoring, these pressures have been reviewed once more, with the focus on the medium term and have been updated on the MTFP. During October there will again be meeting with Heads of Service and Strategic Directors to ensure robust forecasts for future pressures are included.
<input checked="" type="checkbox"/> Risk 06.02	Discussions with SLT to review cash-limits for each service areas with view to identify savings and mitigation of pressures	Discussions have taken place with SLT on all service areas cash limits, a number of savings/budget proposals have been identified and this has closed the budget gap for 2019/20.
<input checked="" type="checkbox"/> Risk 06.03	Project initiated to draw up a medium term change programme by June 2018 latest.	4 strategic boards deliver change programmes that deliver savings. The work on these is ongoing.
<input checked="" type="checkbox"/> Risk 06.04	4 boards to discuss and draw up strategic projects that will deliver savings over the medium term to mitigate the budget gap.	CMT are reviewing arrangements and processes regarding how best to draw up a medium term view of services, alongside the work of Boards.

## 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	Sep 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"> <li>▪ Corporate Plan</li> <li>▪ Service Plans</li> </ul>

### 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.

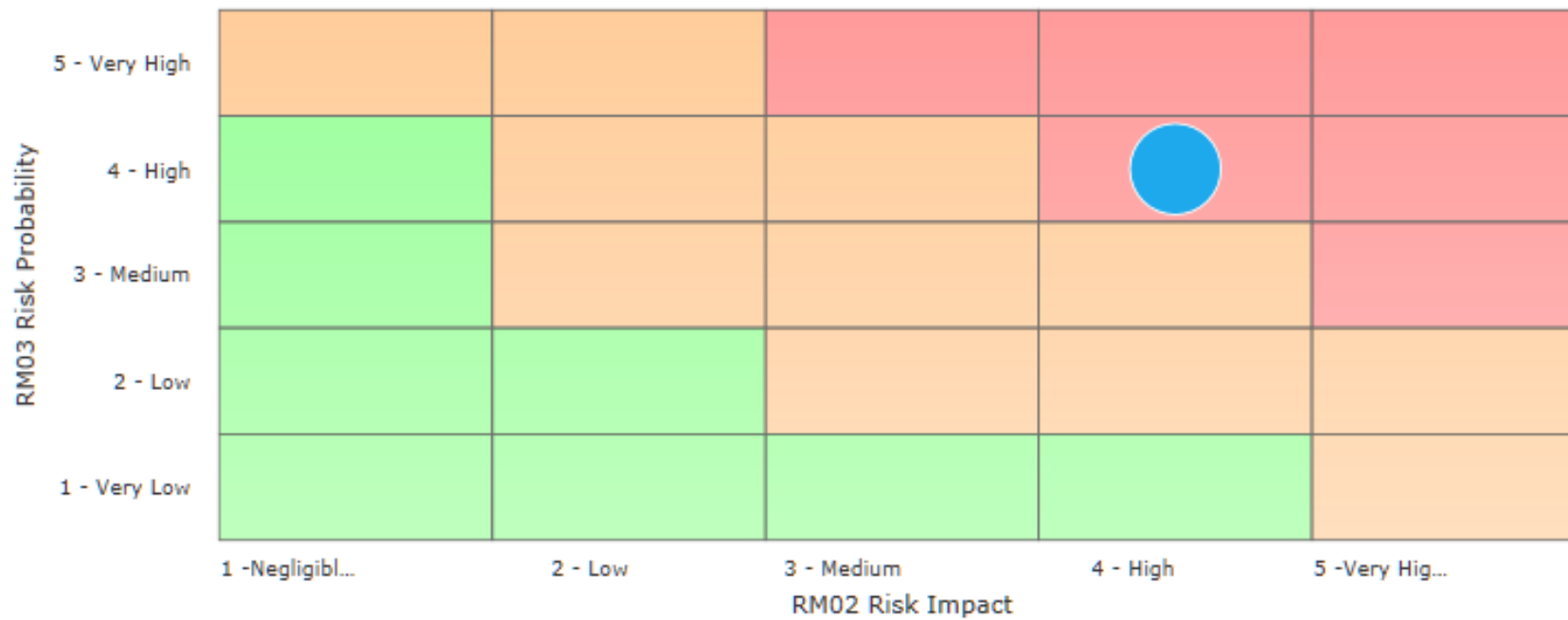


- Work & Skills - all provision is reliant on grant funding.
- Children - all provision is reliant on grant funding.
- Community engagement/resilience - all provision is reliant on grant funding.

## **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					
Actual		Risk Rating			
		Dec 2017	Mar 2018	Jun 2018	Sep 2018
> RM01 Risk Rating	Actual	16	16	16	16
	Risk Rating	▲	▲	▲	▲

Sep 2018	
Risk - Direction of Risk	Direction
	➔

## Planned Mitigation

Planned mitigation

All 32 selected

		Sep 2018
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> 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 4th Welsh Medium Primary in Newport will be funded. This will open as a seedling school in 2020. This additional school will support the pupil place challenge in the long term.</p>
<input checked="" type="checkbox"/> 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. 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>Further work has been completed on the Band B strategic Outline Programme. This has included specific workshop activities with Caerleon and Bassaleg Schools to scope out their needs and plan future provision.</p>

	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> Risk 07.03	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. The number of educational places within the city need to grow in order to provide provision for pupils with complex needs.	SEN data trends have been established and are currently being used to consider which future provisions are required within the city. There will be 2 new 20 place LRB's opening in 2019 (Lodge Hill Primary and Glan Llyn Primary).
<input checked="" type="checkbox"/> Risk 07.04	Growing population of highly vulnerable children: 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.	SEN data trends have been established and are currently being used to consider which future provisions are required within the city. There will be 2 new 20 place LRB's opening in 2019 (Lodge Hill Primary and Glan Llyn Primary).
<input checked="" type="checkbox"/> Risk 07.05	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.	The trend analysis for SEN places is largely concluded and will be used to plan future provision and for medium term financial planning
<input checked="" type="checkbox"/> Risk 07.06	<b>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</b> 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.	The Older Persons Pathway is fully embedded across all participating GP surgeries and the recent evaluation demonstrates a positive impact on reducing demand for Health and Social Care Services

Sep 2018

	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 07.07	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Reconfiguring a number of service pathways including Frailty &amp; Reablement to reduce duplication, streamline provision, facilitate hospital discharge and provide services focused on maintaining independence.</p>	<p>Reablement integration has now been implemented and a single team now delivers the service. Work is ongoing to upskill the workforce to operate in a more outcome focussed way.</p> <p>An intake model is being developed to ensure that all those previously without a care and support plan prior to entering hospital are automatically referred on discharge. This will maximise independence, prevent the need for reliance on statutory services in the future and reduce the risk of hospital re-admission.</p>
<input checked="" type="checkbox"/> Risk 07.08	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Investment in preventative services including 2 Third Sector consortiums offering information, advice and assistance for any Newport citizen.</p>	<p>The Consortiums are established and have been effective in managing demand. A review of preventative services is planned to ensure Newport citizens are able to access the right service at the right time.</p> <p>ABUHB are now investing in information and advice and this presents an opportunity to mitigate the risks of duplication and to plan future commissioning requirements.</p>
<input checked="" type="checkbox"/> Risk 07.09	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Utilisation of ICF for Community Connectors offering community based assistance to people who require support to access low level services</p>	<p>Intermediate Care Funding (ICF) is continuing to fund the Community Connector Team. Several new support groups have been established that offer community solutions for people who have experienced social isolation.</p> <p>The Connectors signpost and advise on a range of issues offering low level and short term assistance to those who would not be eligible for a statutory service.</p> <p>The team of 8 are a stable group and have extensive knowledge and experience. A recruitment process is underway to appoint a new full time member of staff who will complement the team.</p>



Sep 2018

	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 07.10	<p><b>MARKET MANAGEMENT</b>  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>Relationship management is ongoing with all commissioned providers. Contract review and monitoring processes are cyclical with additional contact in relation to safeguarding issues or complaints. All intelligence is captured to ensure no opportunity to identify themes or recurring issues is lost.</p> <p>In addition, dialogue with providers occurs around the development of new contracts, and fee discussions for 19/20 will commence internally this quarter.</p> <p>Winter pressures discussions with dom care providers have started with options to ensure full city coverage during bad weather and collaborative approaches to manage periods of high demand.</p>
<input checked="" type="checkbox"/> Risk 07.11	<p><b>MARKET MANAGEMENT</b>  Ensuring in house services are cost effective and targeted at community need.</p>	<p>Work to reduce the Supported Living service from 4 properties to 2 has been progressed and consultation with the staff is in process to confirm the closure of 2 properties by the end of November 2018. Several tenants have been successfully moved on and the remaining service is now subject to further review.</p> <p>The appointment of an external partner to manage the Extracare service is ongoing.</p> <p>Residential provision has been subject to re-registration under the RISCA legislation.</p>
<input checked="" type="checkbox"/> Risk 07.12	<p><b>MARKET MANAGEMENT</b>  Cost control –negotiating sustainable fees with providers that offer value for money whilst protecting the social care workforce</p>	<p>Within the context of a challenging financial settlement meetings are scheduled internally to develop an early fee negotiation strategy for 2019/20</p>
<input checked="" type="checkbox"/> Risk 07.13	<p><b>MARKET MANAGEMENT</b>  Engagement with Regional workstreams to address National issues around the purchase of domiciliary and residential care services</p>	<p>NCC continues to engage with Regional workstreams around domiciliary and residential care.</p> <p>Specifically, work around the development of a pooled budget and common contracts are in progress and joint monitoring and intelligence exchange with Health and partner Authorities continue to develop.</p>

Sep 2018

	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> Risk 07.14	<p><b>MARKET MANAGEMENT</b> Early engagement with Health to maximise CHC funding for people with Health needs.</p>	Ongoing - Where CHC triggers are identified there is an established process to ensure referrals are progressed
<input checked="" type="checkbox"/> Risk 07.15	<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>	Ongoing measurement of preventative services to monitor effectiveness and value for money
<input checked="" type="checkbox"/> Risk 07.16	<p>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.</p>	Ongoing measurement of preventative services to monitor effectiveness and value for money in terms of managing demand and offering appropriate support to those who would not meet statutory eligibility criteria
<input checked="" type="checkbox"/> Risk 07.17	<p>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.</p>	Ongoing measurement to monitor effectiveness and value for money in managing demand and building community capacity.
<input checked="" type="checkbox"/> Risk 07.18	<p>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</p>	The Carers Network has established improvements in communication opportunities with carers across the City. Regular events are arranged and information about NCC services and available support is provided.

	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 07.19	<p>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:</p> <ul style="list-style-type: none"> <li>• Re-tendering for the Strategic Collaborative Partnership that delivers the Family Assessment Support Service (FASS) and Family Support Team (FST).</li> </ul>	<p>Update provided by Sally Jenkins (26/10/18). The Partnership has been successfully retendered. The service is being remodelled with changes to enhance practice and address emerging issues. Across Children's Services Family Group Conferencing is being introduced to ensure family participation and build on family strengths at an early stage and so avoid children coming into care. Work is being undertaken with partner agencies with the support from the PCC to target resources at early intervention with primary aged children to build models of intervention to address emerging issues of criminal exploitation and the risk of involvement in serious and organised crime.</p>
<input checked="" type="checkbox"/> Risk 07.20	<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>Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated:</p> <ul style="list-style-type: none"> <li>• Full review of short break services for families with Children with disabilities.</li> <li>• Full review of providing house respite service for families with Children with disabilities.</li> </ul>	<p>Update provided by Sally Jenkins on 26/10/18. The short breaks services are being reviewed. The in-house residential provision has been reviewed. A bid for capital funding from the Intermediate Care Fund is awaiting final sign off from Welsh Government. The funding will ensure the building can be made fit for purpose and be remodelled to enhance and improve the service. Parents and the staff from Oaklands are involved in the planning for the remodelling and ensuring the design meets the needs of the children.</p>
<input checked="" type="checkbox"/> Risk 07.21	<p>Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated:</p> <ul style="list-style-type: none"> <li>• Carers Development Officer supports families with Children with disabilities.</li> </ul>	<p>We are continuing to ensure our preventative services are targeted on those most in need of preventative support and more able to access it. We are working closely across the region to ensure transformation funding is aligned with our preventative services to enhance the current offer.</p>
<input checked="" type="checkbox"/> Risk 07.22	<p>Engagement with Regional work streams to address developing a consistent framework around Continuing Health Care Process.</p>	<p>Update provided by Sally Jenkins on 26/10/18. The pathway and protocol has been completed and will be presented at the next Children and Families Partnership Board. The implementation will then commence. In order to be ready the existing Brighter Futures and Complex Needs Panels in Newport are currently being reviewed.</p>



	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 07.23	<p>Cost control – negotiating sustainable fees with providers that offer value for money whilst protecting the social care workforce.</p>	<p>Close scrutiny is applied to cost management with ongoing review of the impact on budgets. Monitoring processes oversee quality, value for money and identify risks around service continuity and sustainability.</p> <p>Fee negotiations with providers take place annually and are overseen by the Commissioning &amp; Contracts Team who work closely with Finance. Payment rates take account of the real cost of delivering services based on economic factors and an in-depth knowledge of the social care market. Ongoing dialogue is maintained with providers who must demonstrate ethical terms and conditions of employment.</p>
<input checked="" type="checkbox"/> Risk 07.24	<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"> <li>• Staffing – the alignment of staff can reduce the requirement for current levels in finance and management functions.</li> <li>• Duplication – aligning programmes will support projects who share outcomes to end specific projects therefore reducing wasted expenditure.</li> <li>• Commissioning – a single commissioning model will provide the less duplication and savings in regards to management fees to other organisations.</li> <li>• 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.</li> </ul>	<p>The Neighbourhood Hub business plan has been approved. The process of restructuring services that will deliver from the Neighbourhood Hub model has begun.</p> <p>Reviews of staffing structures, duplication of delivery, duplication of commissioning and the improvement of facilities for the community will be on going and will be ready for implementation between April and May 2019.</p> <p>Recent announcements from Welsh Government regarding the security of grant funded programmes up to 2021 has provided confidence to plan and implement services for the next 3 years.</p>

	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> Risk 07.25	<p>Community Regeneration</p> <p>Work with funders to identify further opportunities to provide additional resource to community delivery.</p>	Funding has been secured from the European Social Fund for the skills at work project up to 2021. The council is waiting for the decision outcomes for application submitted. Those decisions are likely to be December 2019.
<input checked="" type="checkbox"/> Risk 07.26	<p>Housing Services</p> <p>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.</p> <p>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>	Actions from previous commentary are ongoing
<input checked="" type="checkbox"/> Risk 07.27	<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"> <li>• Increased resources provided to assist in homeless prevention and to secure additional staffing to meet need</li> <li>• Grant funding available from Welsh Government targeted to key demand areas of the homelessness prevention service across a range of partners</li> <li>• Links with third sector agencies in place and being developed to meet demand for services</li> <li>• Regional Homelessness Strategy under development in order to explore regional opportunities for service development/initiatives</li> </ul>	Actions from previous commentary are ongoing

	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> Risk 07.28	<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"> <li>• Homeless prevention work to secure alternative affordable accommodation options established and embedded within statutory services</li> <li>• Procurement of temporary accommodation for homeless households in place to meet the changing demands and needs for the service</li> </ul>	As expected, the level of affordable housing being achieved on developments is below target
<input checked="" type="checkbox"/> Risk 07.29	<p>Growing population of highly vulnerable children requiring housing solutions within the care system and once leaving the care system.</p>	Actions from previous commentary are ongoing

	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 07.30	<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>	The impact of changes to the private rental market is still evolving and will feed into future updates of the Local Housing Market Assessment. A more proactive, collaborative approach is being developed to empty homes.
<input checked="" type="checkbox"/> Risk 07.31	<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>	A partner organisation to administer owner-occupier loans on behalf of the council has now been appointed.
<input checked="" type="checkbox"/> Risk 07.32	<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>	Unchanged

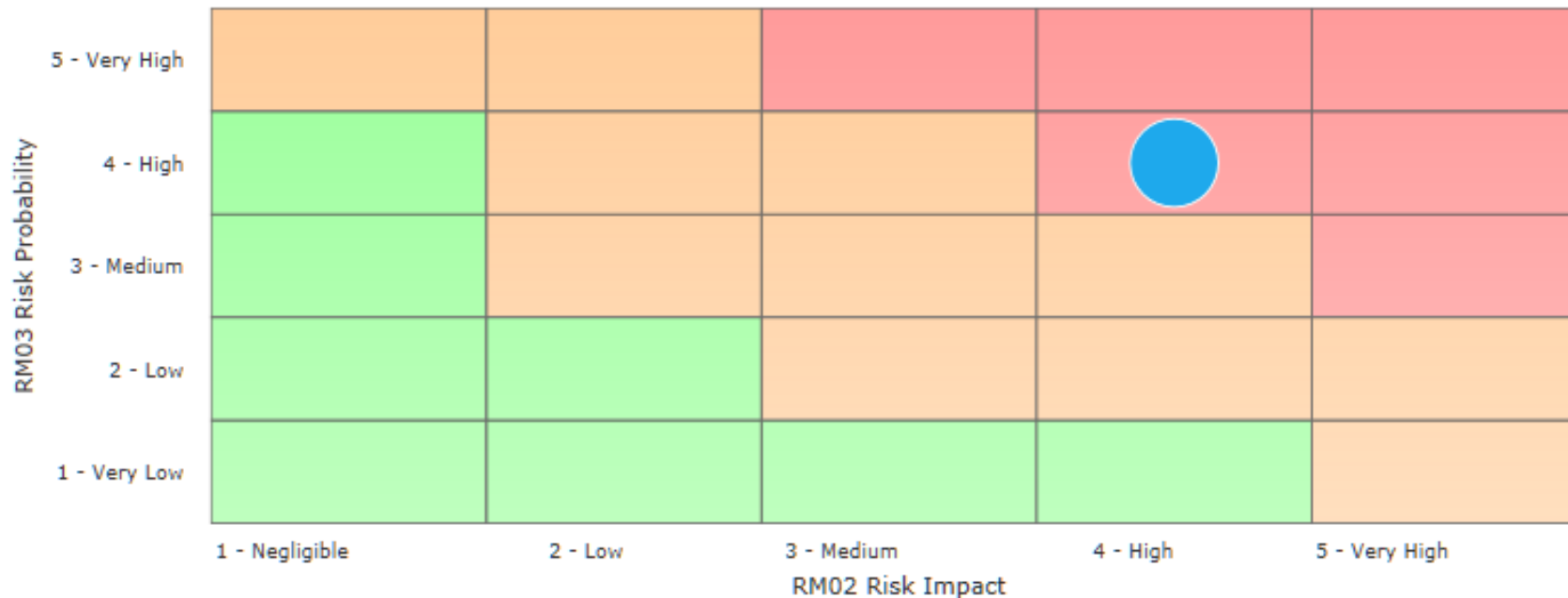
## Risk 08 - Risk of Stability of External Suppliers

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

Risk rating prior to mitigation

August 2017 - High (20)

Risk	Description	Sep 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"> <li>Change Programme</li> <li>Corporate Plan</li> <li>Service Planning</li> </ul>



Risk 08 - Assessment Date & Score						
Series						
		Actual	Risk Rating			
		Dec 2017	Mar 2018	Jun 2018	Sep 2018	
> RM01 Risk Rating	Actual	20	20	16	16	
	Risk Rating	▲	▲	▲	▲	

Sep 2018	
Risk - Direction of Risk	Direction
	➔

### Planned Mitigation

Object Measure Name

All 6 selected

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 08.01	Market Management Consultation and engagement with social care providers	Commissioning and Contracts Team have regular dialogue with providers around a range of issues.
<input checked="" type="checkbox"/> 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.	We continue to operate a spot contract approach to the commissioning of new care packages. Our brokerage team are in constant contact with providers and have up to date market knowledge. We now have 26 providers operating in the Newport area so currently have capacity to respond to the upcoming winter pressures. Discussions with providers around how to respond to the predicted demand spike have already begun.



	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> 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 Commissioning and Contracts Team take every opportunity to talk to new providers to ensure as much flexibility as possible in the market. New commissioning opportunities are advertised and supplier days arranged to ensure transparency and open dialogue.
<input checked="" type="checkbox"/> 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.	The Independent Living Strategy has been signed off by Cabinet as an example of how NCC will work with partners to develop sustainable models of accommodation and care over the next 5 years. Several tenants have been moved to a new development in Bettws offering new opportunities for independent living.
<input checked="" type="checkbox"/> Risk 08.05	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.	NCC continue to engage with Regional workstreams around specific areas of work. The Regional Commissioning Group is attended by all Gwent Local Authority Commissioners.  Joint work with Health around Domiciliary and Residential Nursing provision is well established.
<input checked="" type="checkbox"/> Risk 08.06	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.	Work around the development of a People Commissioning Hub is ongoing. It has been agreed that members of the Education Team currently overseeing the School Meals contract will move permanently into the team.  A proposal has been developed following the completion of a scoping exercise to identify staff currently engaged in commissioning activity in Education and Children's Services.  Negotiation with Heads of Service around how to facilitate implementation is underway.



## 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	Sep 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"> <li>▪ Corporate Plan</li> <li>▪ Service Plans</li> </ul>

### 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			
		Dec 2017	Mar 2018	Jun 2018	Sep 2018
> RM01 Risk Rating	Risk Score	16	16	16	16
	Risk Rating	▲	▲	▲	▲

Sep 2018	
Risk - Direction of Risk	Direction
With the date for the removal of the Tolls on the Prince of Wales bridge confirmed as 17th December 2018, the impact on traffic, transportation, road safety and maintenance will be monitored through the city. The current risk rating will remain for September.	➔

### Planned Mitigation

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> 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.	The inquiry inspectors will shortly report on their findings to inform Welsh Governments decision on whether to proceed.
<input checked="" type="checkbox"/> Risk 09.03	Improved links to existing M4.	Welsh Governments redesign of the Forge Road, Tredgar Park and Junction 28 roundabouts are substantially completed.

## 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	Sep 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"> <li>- All areas of the UK get warmer and the warming is greater in summer than in winter;</li> <li>- 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</li> <li>- Sea levels rise - more in the south of the UK than the North.</li> </ul>	Sep 2017	<ul style="list-style-type: none"> <li>▪ Civil Emergencies</li> <li>▪ NCC Assets</li> <li>▪ Severe Weather Emergency Plans</li> <li>▪ Streetscene Service</li> </ul>

### 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 CO<sub>2</sub>eq 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.

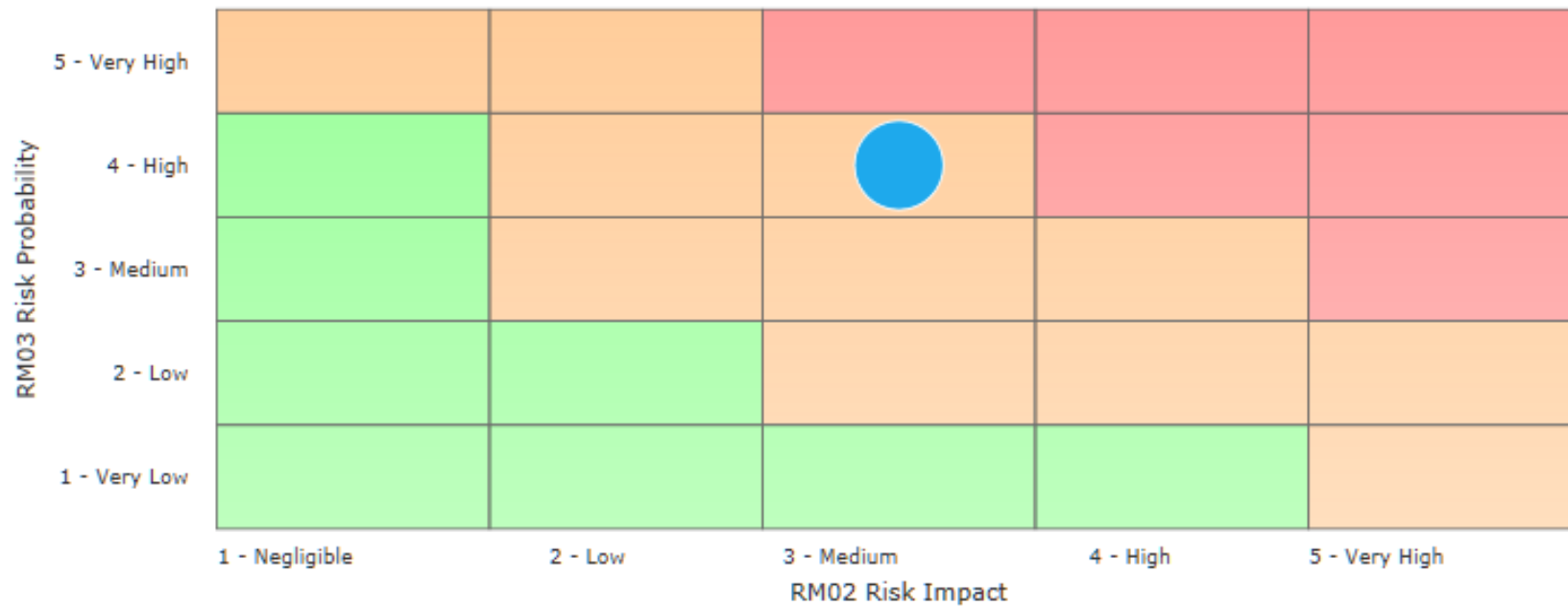
Newport City Council has limited renewable energy generation across our estate, increasing this significantly would be a major step towards meeting emission reduction targets. Potential locations for installations will be reviewed and options for implementation considered.

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.

Welsh Government are currently consulting on the national actions required to meet the upcoming carbon budgets and are putting forward some major actions for the public sector. The requirements on the Local Authority to take action are only going to increase as the national requirements to decarbonise increase, measures currently being consulted on include:

- 1) **The public sector to baseline, monitor and report progress towards carbon neutrality** (including scope 3 emissions)
- 2) **All new cars and light goods vehicles in the Public Sector fleet are ultra low emission by 2025 and where practicably possible, all heavy goods are ultra low emission by 2030**, and the toughest of all,
- 3) **Public Sector buildings are supplied with low-carbon heat by 2030**. Which means a move away from traditional gas heating.

It is likely that there will ultimately be additional carbon taxes or penalties for not achieving reductions.



Risk 10 - Assessment Date & Score						
Series						
		Risk Score	Risk Rating			
		<b>Dec 2017</b>	<b>Mar 2018</b>	<b>Jun 2018</b>	<b>Sep 2018</b>	
>	RM01 Risk Rating	Risk Score	12	12	12	12
		Risk Rating	●	●	●	●

Sep 2018	
<b>Risk - Direction of Risk</b>	<b>Direction</b>
	➔



## Planned Mitigation

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> 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.	Draft on hold, awaiting further information.
<input checked="" type="checkbox"/> 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.	No change.
<input checked="" type="checkbox"/> 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.	<ul style="list-style-type: none"> <li>- Building related renewable energy schemes to be included in building energy efficiency programme which is now in development.</li> <li>- Further feasibility being undertaken on potential solar farm site.</li> </ul>
<input checked="" type="checkbox"/> 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.	Business case agreed for the creation of a flood risk and SUD's enforcement team to ensure the statutory duties are delivered.
<input checked="" type="checkbox"/> Risk 10.05	Comprehensive and robust Adverse Weather Plans.	Severe weather and winter maintenance plans are in place to mitigate the risks of severe weather.

Sep 2018

	<b>Planned Mitigation</b>	<b>Risk - Action Status/Control Strategy</b>
<input checked="" type="checkbox"/> 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.	Green infrastructure strategy draft in progress with NRW. Draft to be circulated in 2019.
<input checked="" type="checkbox"/> 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.	£1m highway maintenance funding from Welsh Government facilitated a programme of highway improvement works in 2018/19. Where appropriate, preventative treatments were applied that extends the residual life of the asset by sealing it against water and arresting disintegration.
<input checked="" type="checkbox"/> Risk 10.08	Maximise on available Welsh Government funding to improve the defence of the city against fluvial and coastal flooding.	Welsh Government have provided small value grant funding in relation to flood risk regulation works, small scale preventative works and attenuation at Gwastedd Gate. With total funding standing at £167k, mitigation of the risks is limited.

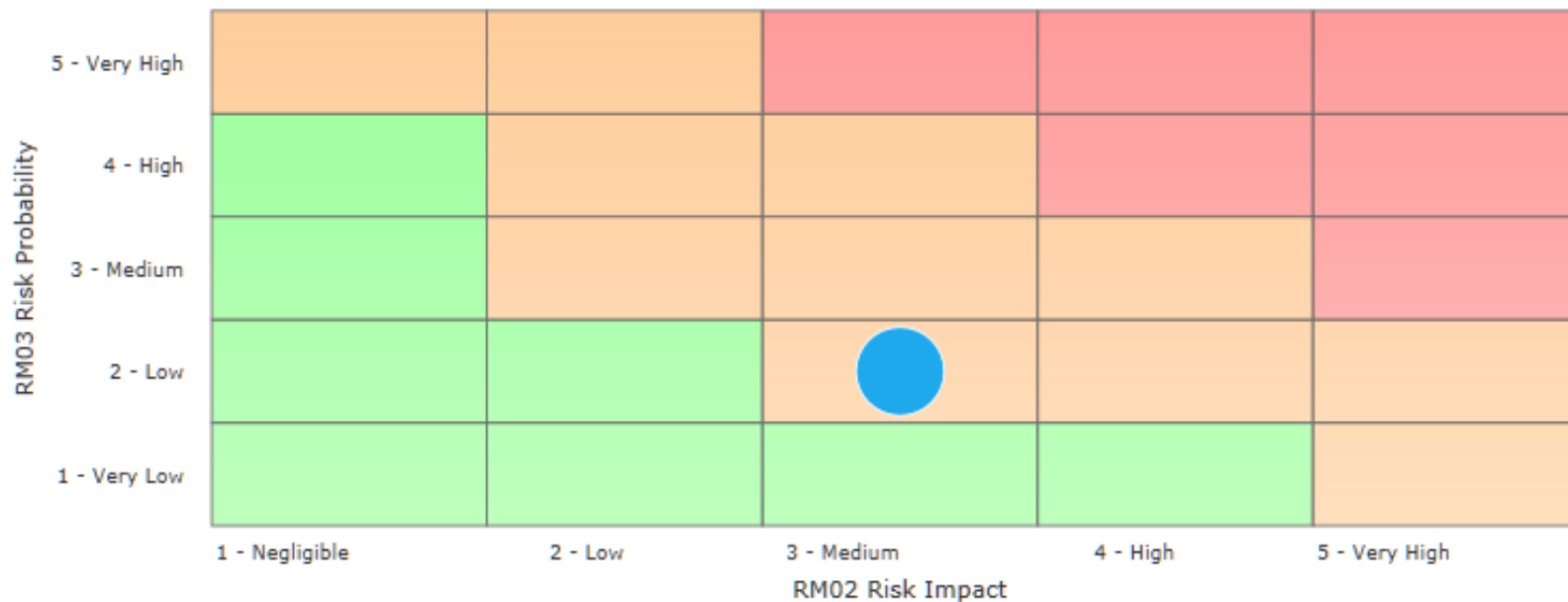
# Risk II - Increasing Demands on IT Services and the Modernised Agenda

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	Sep 2018	
		Identified	Links To
Risk II - 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"> <li>Corporate Plan</li> <li>Modernised Council Agenda</li> <li>People and Business Change Service Plan</li> </ul>



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

Sep 2018	
Risk - Direction of Risk	Direction
No perceived change to level of risk this quarter	→

### Planned Mitigation

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 11.01	Manage and develop effective IT services following transition to SRS by establishing strong retained client-side management arrangements, processes and procedures.	External review of IT/Digital included meetings with key stakeholders and report to be produced in October. This will include strengths, weaknesses and opportunities for improvement. Ongoing scheduling and prioritisation of work in Delivery Group with IT Service.
<input checked="" type="checkbox"/> Risk 11.02	Development and implementation of digital by default by committing to move all transactional services online and fully digitising the back-office.	Good progress made in the implementation of new Customer Relationship Management (CRM) system which will provide a comprehensive digital platform for the council. Initial phase will replace the existing e-forms and later phases will replace the existing core CRM system.
<input checked="" type="checkbox"/> Risk 11.03	Monitoring of carefully considered data set to manage performance of the SRS arrangement/demand on services.	Performance monitoring as part of SRS Delivery Group. External review of progress as detailed in risk 11.01. Further report on SRS progress at Partnerships Scrutiny in April 2019.

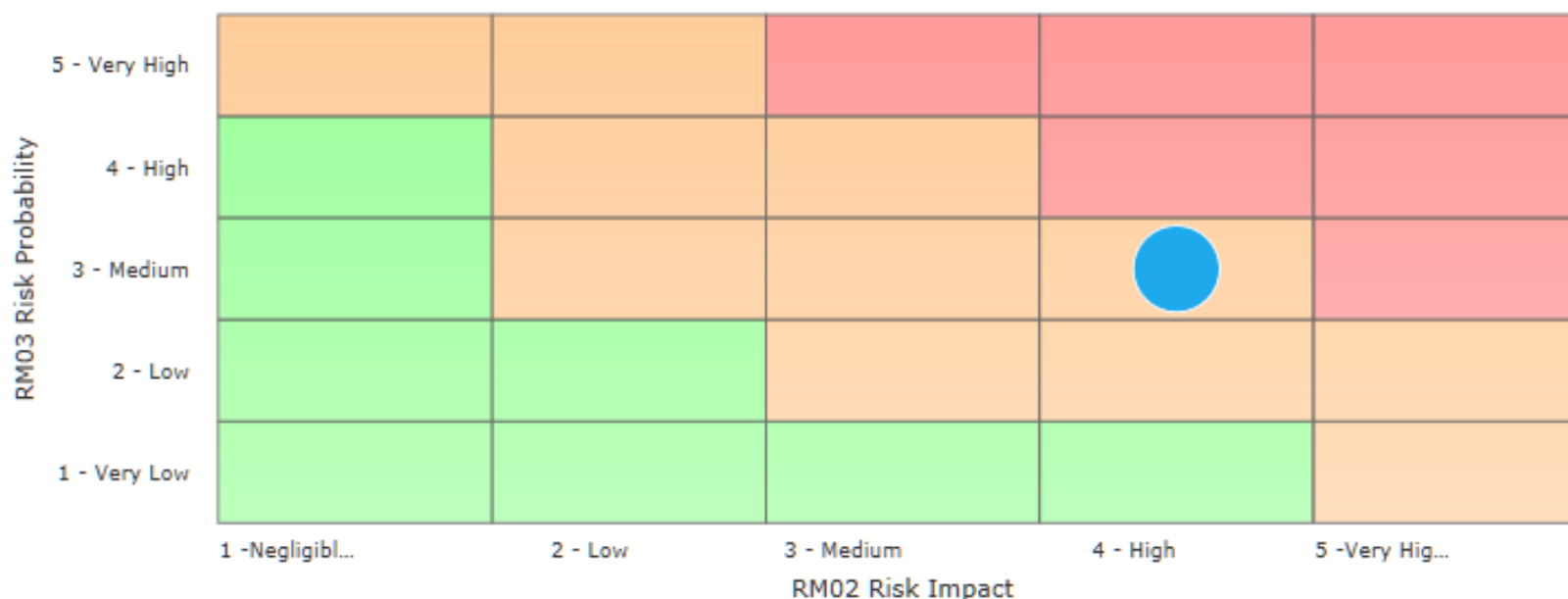
## Risk 12 - Increasing Risk of Cyber Attack

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	Sep 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"> <li>Corporate Plan</li> <li>Modernised Council Agenda</li> <li>People and Business Change Service Plan</li> </ul>



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

Sep 2018	
Risk - Direction of Risk	Direction
There is no change to the perceived level of risk since the previous quarter	→

### Planned Mitigation

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> 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.	Information risk management activities continue to be managed by the Information Governance Group, SIRO and information governance team. A PSN resubmission will be made at the end of October once the final high vulnerability identified in the Annual IT Health Check is resolved. This work has been prioritised by the IT Service for a number of months . The annual information risk report has been presented to the Cabinet Member and will be reviewed by Scrutiny Management Committee. Improvements to business continuity are being progressed with the IT Service.
<input checked="" type="checkbox"/> Risk 12.02	Working with SRS to implement Office 365, including cyber security suite.	This project is on-going, this will be implemented in quarter 4.

## 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	Sep 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"> <li>▪ Corporate Asset Management Plan 2018-2023</li> <li>▪ Corporate Property Strategy and Strategic Asset Management Plan 2013-2018</li> <li>▪ Streetscene Service Plan</li> </ul>

### 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.



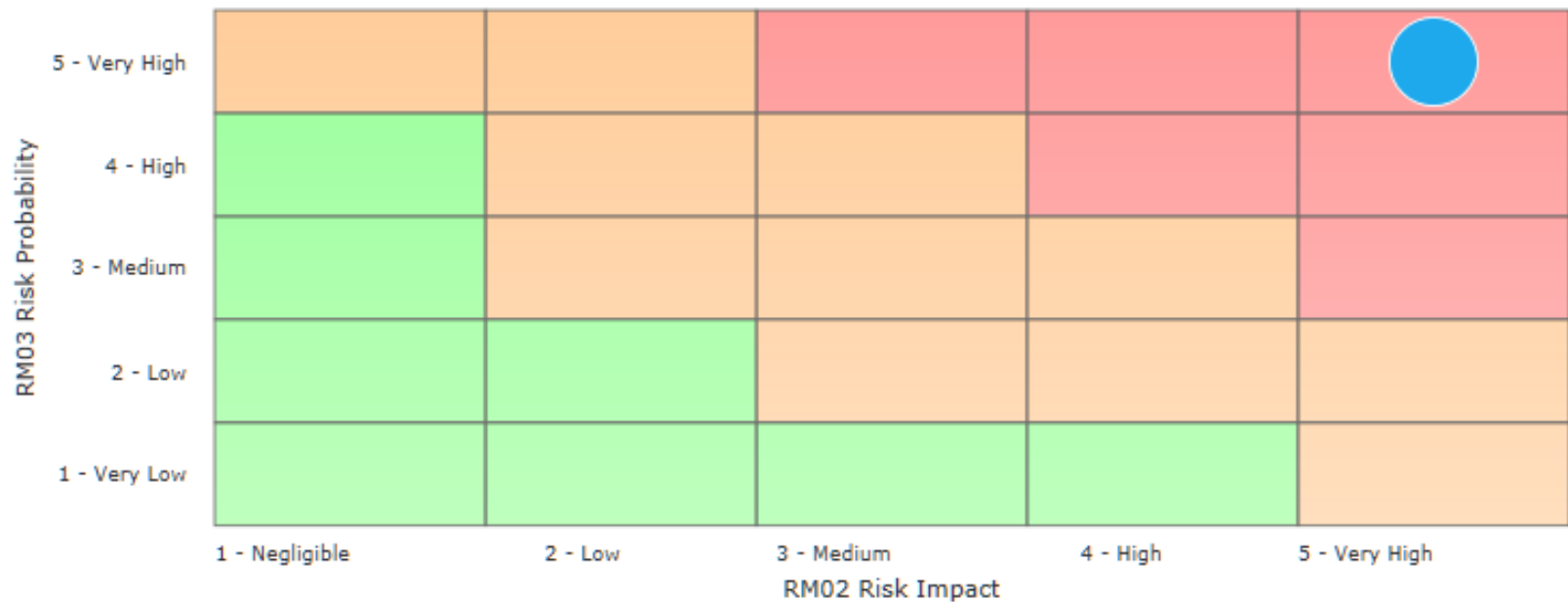
Carriageway condition is a Public Accountability Measure within the council's suite of performance indicators. using the Horizons asset management tool, highway condition can be forecasted for future years against differing levels of capital funding. Using a zero capital budget scenario, the condition 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/m<sup>2</sup> 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		
		Dec 2017	Mar 2018	Jun 2018	Sep 2018
> RM01 Risk Rating	Risk Score	20	25	25	25
	Risk Rating	▲	▲	▲	▲

Sep 2018	
Risk - Direction of Risk	Direction
Carriageway Assets- Current funding levels are not maintaining steady state in asset condition as a minimum. As a result, condition continues to decline. £1m road resurfacing grant was received from Welsh Government for implementation in 2018/19. Although this was welcomed, it has little impact on the current asset condition. The way that the backlog is calculated is refining as we collect more data. The current backlog on assets ranked as red and amber is £21m	➔

## Planned Mitigation

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> 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.	Steve Davies Carriageways - Insufficient funding continues to impact of highway condition. Refinements in the way that highway authorities road condition is forecasted shows that current maintenance backlog for 2018/19 is predicted to be approximately £21m
<input checked="" type="checkbox"/> 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.
<input checked="" type="checkbox"/> Risk 13.03	Carriageways – Support WLGA in its lobbying of Welsh Government for the reintroduction of funding through another round of LGFI.	Welsh Government provided £1m one off grant for highway capital maintenance in 2018/19.
<input checked="" type="checkbox"/> 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.	Work continues on the condition surveys. An interim status has been requested by the Capital Strategy and Asset Management Group (CSAMG) as to comparing the knowledge held upon the estate and the recent condition surveys to understand the level of accuracy and/or disparity.
<input checked="" type="checkbox"/> 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.	Significant work has been undertaken over recent months with programme management, matrix and prioritisation calculations and weighted evaluations. This work will continue throughout the financial year due to the level of contingency and risk associated with the Council estate.

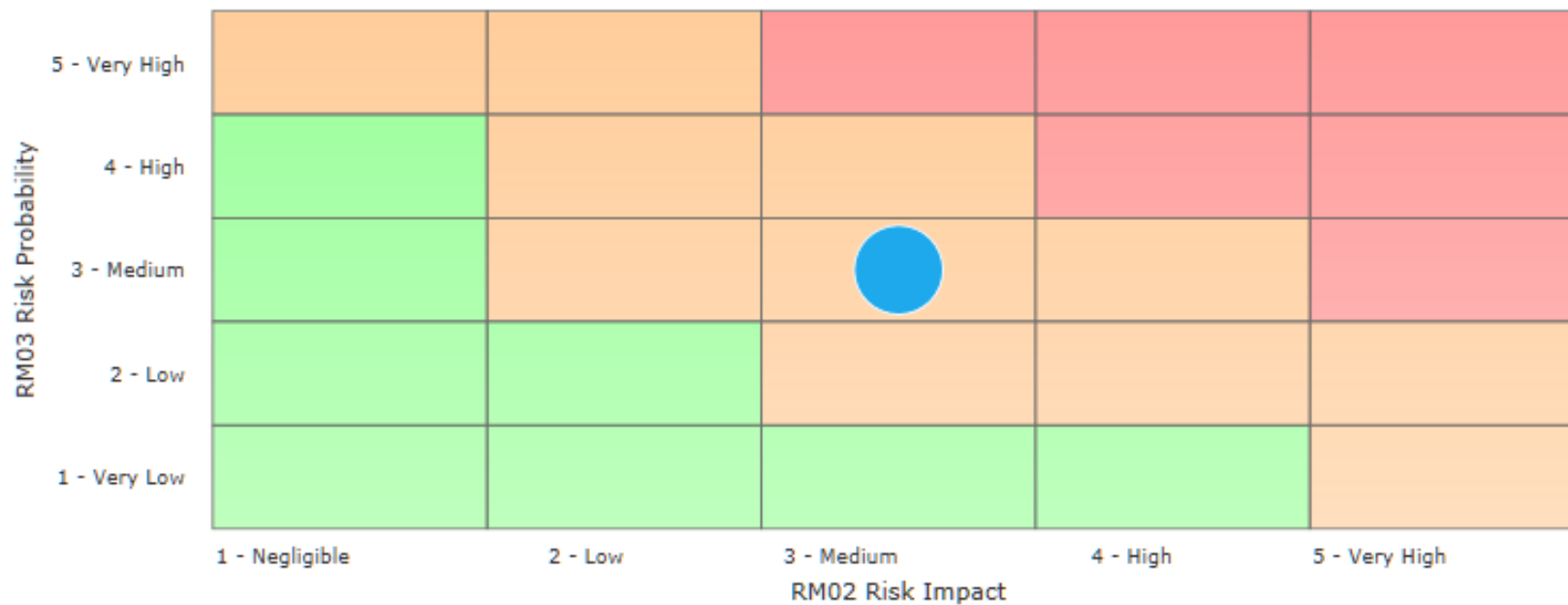
# Risk 14 - Recruitment and Retention of Specialist Professional Staff

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

Risk rating prior to mitigation

August 2017 - Medium (12)

Risk	Description	Sep 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"> <li>Corporate Plan</li> </ul>



Risk 14 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Dec 2017	Mar 2018	Jun 2018	Sep 2018
> RM01 Risk Rating	Risk Score	12	12	9	9
	Risk Rating	●	●	●	●

Sep 2018	
Risk - Direction of Risk	Direction
<p>Through discussion with the Risk Owner (Chief Executive) on 01/11/2018 that this risk can now be closed for the following reasons:</p> <ol style="list-style-type: none"> <li>1. Both Risk Mitigation Actions have been implemented and are now closed.</li> <li>2. The Capacity and Capability Risk already covers the risk relating to workforce recruitment, succession planning and training of existing staff.</li> <li>3. A new risk mitigation action will be raised in the Capacity and Capability risk to oversee the implementation of the Talent Management Framework and Succession Planning.</li> </ol>	→

### Planned Mitigation

Sep 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 14.01	Review of equal pay audit in March 2018 to ensure integrity of the Council's pay and grading system.	In Quarter 1 this action was resolved and will now be closed from Q3 onwards.
<input checked="" type="checkbox"/> Risk 14.02	Effective succession planning practices demonstrated in key service areas where risk is perceived to be high.	<p>The Council has now launched the talent management framework and also the management in action workshops for all line managers, service managers. this will now enable the Council to identify potential leaders and successors going forward within the service areas.</p> <p>As a result of this work it has been agreed by the Risk Owner (will Godfrey) to close this action within the risk and to move it over to the Capacity and capability risk.</p>

## 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 3.

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

<b>Probability</b>	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
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<b>Impact</b>				

## Appendix 3

### Impact Matrix

Rating	Severity of impact	General description	Impact factors (and examples of what they might look like)						Health & Safety	Reputational
			Strategic	Operational	Financial	Resources	Governance			
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	



Rating	Severity of impact	General description	Impact factors (and examples of what they might look like)						
			Strategic	Operational	Financial	Resources	Governance	Health & Safety	Reputational
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 major disruption of several service areas for a shorter period	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, Significant fraud relating to several employees	Serious injury of several employees/members of public/service users	Significant loss of confidence amongst a key stakeholder 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

<b>Score</b>	<b>General Description</b>	<b>Definition</b>
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