

2019 Corporate Risk Register

Risk (Threat to achievement of business objective)	Assessment of Uncontrolled Risk (Assume NO controls in place)			Risk Control Measures	Assigned To	Assessment of Current Risk (CURRENT controls in place)			Updated Risk - @ February 2019			Change	Additional / New Risk Control Measures
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CR20180001 - Compliance with the Wellbeing of Future Generations (Wales) Act 2015	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Public Service Board established</li> <li>Well-being Assessment complete</li> <li>Council Service Planning adapted to address the requirements of the Act</li> <li>Well-being objectives published and integrated into Corporate Strategy 2018/19 Wellbeing objectives monitored quarterly</li> <li>Regular meetings with Wales Audit Office</li> <li>Members Seminars and Information Sheets</li> <li>Integrated into Budget Planning process and Revenue Report</li> <li>Adapting at Corporate processes Committee cover sheets, Equality Impact Assessments, Financial Planning, Risk</li> </ul>	Wendy Walters Wendy Walters Wendy Walters Wendy Walters Wendy Walters Wendy Walters Wendy Walters	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	↔	<p>Risk control measures changed to reflect progress:</p> <ul style="list-style-type: none"> <li>Wellbeing assessment now complete</li> <li>Wellbeing objectives have been published and integrated into the Corporate Strategy</li> <li>Wellbeing objectives monitored quarterly</li> </ul> <p>Additional information: WAO thematic review - favourable with areas for improvement identified</p> <p>Future Generation Commissioner has published a Self Assessment tool. This is in the process of being completed</p> <p>Workshops to be delivered to promote the 5 ways of working</p>
CR20180002 - Managing and Developing the Welsh Language and meeting the Welsh Language Standards	Substantial 4	Possible 3	High 12	<ul style="list-style-type: none"> <li>Monitor the Compliance Strategy received from the Welsh Language Commissioner</li> <li>Recruitment procedures and guidance updated and monitored</li> <li>Learning and development for staff</li> <li>Prepare an Annual Report on implementation of the Standards, for discussion with the Corporate Management Team and the Members Advisory Panel</li> <li>Work closely with Departments to advise on the Standards and offer practical support with any challenges that may arise</li> </ul>	Wendy Walters Paul R Thomas Paul R Thomas Wendy Walters Wendy Walters	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	↔	<p>Welsh language leaders identified in most service areas with appropriate training and support provided to aid compliance and further development. Annual report on progress presented to the Advisory Panel and Policy &amp; Resources Scrutiny Committee. Positive and constructive feedback on progress also received from Welsh Language Commissioner's office</p> <p>Welsh language processes are embedded, such as recruitment and Welsh standards assessments are challenged when required.</p>

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CR20180003 - Responding to New Legislation / Policy from Welsh Government	Substantial 4	Possible 3	High 12	<ul style="list-style-type: none"> <li>Development and updating of current CCC policies</li> <li>Learning and development of staff</li> </ul>	Gwyneth Ayers  Wendy Walters	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	↔	<p>On-going communication with relevant departments/services to monitor implications and preparedness</p> <p>On-going monitoring of new policies/legislation undertaken and responded to appropriately in liaison with Directors and Executive Board Members</p>
CR20180004 - Ensuring that the Authority effectively manages its financial resources and responds to the challenges of reduced funding	Catastrophic 5	Likely 4	Significant 20	<ul style="list-style-type: none"> <li>Medium Term Financial Strategy - 3 Year Plan (including efficiency targets)</li> <li>Full County Council Elected Member Engagement on an annual basis to set priorities and allocate the Budget</li> <li>Challenge from Scrutiny Committees</li> <li>Public Consultation regarding budget priorities on an Annual Basis</li> <li>Engagement with Welsh Government via WLGA to ensure Carmarthenshire County Council receives fair funding from Welsh Government</li> <li>TIC Programme to identify efficiencies and promote alternative methods of service delivery</li> <li>Workforce Planning to ensure staff resources are planned to match demand</li> <li>Wales Audit Office external challenge and assessment</li> </ul>	Chris Moore/ Randal Hemingway  Chris Moore/ Randal Hemingway  Linda Rees Jones  Chris Moore/ Randal Hemingway  Chris Moore/ Randal Hemingway  Wendy Walters  Paul R Thomas  Chris Moore/ Randal Hemingway	Catastrophic 5	Possible 3	High 15	Catastrophic 5	Possible 3	High 15	↔	<p>More structured approach adopted for agenda items to scrutiny. Ongoing Scrutiny training and raising awareness</p> <p>Workforce planning toolkit has been developed and is part of Business Planning.</p> <p>Key questions set as part of any business cases for restructuring etc. business officers will challenge when required.</p> <p>TIC projects continue with new projects being continuously researched and developed.</p>
CR20180005 - Ensuring effective management of Grant Funding (including accessing Grant Funding) Threat of having to repay significant Grant monies. Although improvements have been made, some problems still exist which could result in claw backs of funding.	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Project Management Training</li> <li>Grant Funding Bodies Guidance Briefings and Training</li> <li>Grants Panel</li> <li>Grants Manual</li> </ul>	Chris Moore  Chris Moore  Chris Moore  Chris Moore	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	↔	<p>Internal Audit plan includes a sample of grants for review annually in addition to those requiring a certificate.</p> <p>Wales Audit's Grants Review work are now identify less issues than in previous years, giving some assurance that for those grants scrutinised externally there have been some improvement in procedures .</p>

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CR20180006 - Ensuring effective People Management (including capacity and compliance with Employment Law and Health & Safety Legislation)	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Competence based recruitment, assessment centres for recruitment of key roles, induction training, coaching and mentoring, appraisals and supervision, probationary policy</li> <li>Development of Employment Policies and briefings and training, audit and monitoring</li> </ul>	Paul R Thomas  Paul R Thomas	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	↔	<p>Competency based recruitment now being rolled out to Secondary schools with the view to including Primary schools to this process in the near future. It is intended that the competency based recruitment will be rolled out corporately in 2019/2020.</p> <p>In April 2019 all e-learning for new recruits will be available through on boarding in ResourceLink.</p>
CR20180007 - Ensuring effective management of Procurement / Contract Management and Partnership arrangements	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Pilot a joint working arrangement for procurement</li> <li>Participation in the National Procurement Service</li> <li>New Procurement Strategy developed and approved in April 2018</li> <li>Procurement Board</li> </ul>	Helen Pugh  Helen Pugh  Helen Pugh	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	↔	<p>Category Management introduced and three category plans in place. Procurement continue to work with departments to review and implement the outcomes from the category plans. Two other plans are currently in the process of being developed.</p> <p>Contract Management - work with Departments to ensure that arrangements are in place for monitoring contracts</p> <p>Regular Procurement Board meetings held where progress on procurement exercises reported and scrutinised.</p>
CR20180008 - Transforming business operations through effective Digital Transformation	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Implementation of Digital Transformation Strategy</li> <li>Members and staffing workshops</li> </ul>	NDaniel  NDaniel	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Improbable 1	Low 4	↓	<p>Steering group now in its third year. The expressions of interest for digital projects process is now embedded. Annual reports taken to DMT / CMT / PEB / P&amp;R.</p> <p>Strategy due to be updated due to changes in technology</p> <p>It is proposed and accepted that as the risk has lowered that it no longer is a corporate risk and that it should now be monitored through the Department's Service Risk Register</p>

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CR20180009 - Maintaining high standards of governance in relation to Information Management	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Dedicated Senior Information Risk Owner on Corporate Management Team</li> <li>IT Security Officer</li> <li>Annual Information Management &amp; Governance Report to Corporate Governance Group and Audit Committee</li> </ul>	Wendy Walters  NDaniel  Wendy Walters	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	↔	<p>e-learning in place for GDPR - this is mandated training for all staff</p> <p>New systems being installed which gives an opportunity to ensure the functionality of the system provides improved controls to reduce data breaches through errors.</p> <p>Funding has been secured for a year to support information management post to drive forward the documentation retention / management of documents programme</p>

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CR20180010 (a) - Deliver Effective Safeguarding Arrangements Children (Detail in separate Safeguarding Risk Register)	Catastrophic 5	Probable 5	Significant 25	<ul style="list-style-type: none"> <li>Continue to improve the quality of Care Plans ensuring a multi-agency assessment</li> <li>Develop, implement and regularly monitor effective safeguarding policies and procedures for children and adult services</li> <li>To have a sound procedure for professional abuse allegations effectively, promptly and correctly</li> <li>To respond appropriately to Regulators reports and recommendations</li> <li>To proactively monitor adequate procedures are being effectively operated by third party providers</li> <li>Ensure Sexual Exploitation Risk Assessments (SERAF's) and Missing Persons Risk Assessments are completed as required</li> <li>Review our assessments in light of the implementation of the Social Services and Well-being Act (2014)</li> <li>Implement the "Signs of Safety" model within Carmarthenshire and incorporate into practice</li> <li>Continue to work with partners to improve appropriate accommodation options and housing support for all vulnerable young people (aged 16-25)</li> <li>Implement new arrangements for our leaving care services in accordance with the Social Services and Well-being Act 2014</li> <li>Ensure that all councillors are equipped to act as corporate parents to looked after children</li> <li>Ensure the Independent Reviewing Service (IRO) becomes more outcome focused</li> </ul>	Stefan Smith	Catastrophic 5	Unlikely 2	High 10	Catastrophic 5	Unlikely 2	High 10	↔	<p>With respect to Children's safeguarding the Child Protection Co-ordinator ensures that all correct procedures are being followed in timely fashion and ensures performance via a quarterly audit and evaluation subgroup of the Regional Safeguarding Board. The Regional Safeguarding Board and Carmarthenshire Safeguarding Operational Group (LOG) are well established. Following a successful pilot, a safeguarding officer is based with the Information, Advice and Assistance (IAA) team to respond to initial safeguarding referrals and enquiries. Systemic practice is continuing to develop and supported through the Week 6 development sessions as well as pod leader's forum which takes place regularly.</p> <p>A monthly audit of a sample of assessments continues to take place. Individual practitioners and their managers are given feedback, where themes are identified in terms of the quality of assessments actions are agreed on a team or service basis.</p> <p>CSE remains a key priority issue both locally and regionally. MASCE meetings commenced and continuing to develop. CSE is included in all basic safeguarding training. We are part of Barnardo's pilot in regards to the regional action plan. Service Managers carry out monthly audits of assessments, plans and reviews. Internal Inspection is carried out within the Internal Audit Review</p>

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CR20180010 (b) - Deliver Effective Safeguarding Arrangements Vulnerable Adults (Detail in separate Safeguarding Risk Register)	Catastrophic 5	Probable 5	Significant 25	<ul style="list-style-type: none"> <li>Representation at the Regional Safeguarding Board for children and adults and associated subgroups</li> <li>Implementing effective safeguarding policies and procedures for children and adults</li> <li>Monitoring the performance of safeguarding within children and adult services</li> <li>Responding to regulators reviews and recommendations</li> <li>Monitoring of third party providers to ensure safeguarding procedures are being effectively operated</li> </ul>	Jake Morgan	Catastrophic 5	Unlikely 2	High 10	Substantial 4	Unlikely 2	Medium 8	↓	<p>Risk Control Measures are reviewed and updated as part of the Business Planning process annually. A further Assessment of Risk is undertaken as part of the production of the Safeguarding Risk Register</p> <p>The Senior Safeguarding Manager undertakes regular audits of the safeguarding process within the teams .</p> <p>The Senior Managers have recently undertaken a file audit within the Learning Disabilities division where safeguarding processes were also monitored.</p>
CR20180011 - Develop and Deliver the Improvement Plan / Corporate Performance Plans	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Undertake detailed analysis of all lower quartile Performance Indicators to develop action plans.</li> <li>Address underperformance via Business Planning process</li> <li>Monitoring progress via Performance and Improvement Monitoring System (PIMS) and dashboards</li> </ul>	Wendy Walters  Wendy Walters  Wendy Walters	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	↔	<p>The Well-being plan and the Corporate Plan are now consolidated and incorporated into the Corporate Strategy.</p> <p>PIMS continues to be used to monitor performance indicators and reported regularly to scrutiny committees. This information also forms part of the business planning and financial planning process.</p>
CR20180012 - Failure to adhere to an effective Corporate Governance Framework	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Corporate Governance Group</li> <li>Implementation of the WLGA Review of Governance</li> <li>Annual Governance Statement</li> </ul>	Helen Pugh  Wendy Walters  Helen Pugh	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	↔	<p>Wales Audit Office Corporate Assessment Action Plan delivered</p> <p>Better use of Resources and Building a Better Council are aligned to the AGS which are structured based on the seven CIPFA principles of Good Governance</p>

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CR20180013 - Delivery of the City Deal (Outcomes / Budget)	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Establishment of Swansea Bay City Region Board</li> <li>Wendy Walters</li> <li>Development of Regional Joint Committees</li> <li>Wendy Walters</li> <li>An agreement between the UK and Welsh Governments and 4 local authorities (Carmarthenshire, Swansea, Neath &amp; Port Talbot and Pembrokeshire) and successful private and public collaboration will address the economic underperformance of the region, with emphasis on uplifting productivity, skills, employment and prosperity.</li> <li>Wendy Walters</li> <li>Financial Planning</li> <li>Chris Moore</li> </ul>	Wendy Walters	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	↔	Currently there are two separate reviews ongoing into the governance arrangements of the Swansea Bay City Deal. One commissioned by Westminster and Welsh Government, the other internal review commissioned by the Joint Committee. The outcomes of these reviews have not been issued as yet.
CR20180014 - Delivery of the Wellness Project (Outcomes / Budget)	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Membership of Project Board</li> <li>Wendy Walters</li> <li>Development of Life Science and Well-being network of campuses and villages, consisting of primary / community care facility, an Institute of Life Science and an educational and skill development capability.</li> <li>Wendy Walters</li> <li>Financial Planning</li> <li>Chris Moore</li> </ul>	Wendy Walters	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	↔	Two independent reviews have recently been commissioned by Carmarthenshire CC with regard to the Llanelli Wellness project. WAO concluded that 'Carmarthenshire County Council has followed appropriate processes and effectively managed risk to protect public money in its actions relating to the Llanelli Wellness and Life Science Village' and Acuity concluded that Council Officers have taken prudent steps to manage the project in a safe and well considered legal and financial environment."
CR20180015 - Delivery of the Approved Capital Programme (Outcomes / Budget)	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Strategic Asset Steering Group</li> <li>JFearn</li> <li>Project Management Tool Kit</li> <li>Wendy Walters</li> <li>Project Management Training</li> <li>Paul R Thomas</li> <li>Long term Treasury management / loan funding</li> <li>Chris Moore</li> </ul>	JFearn	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Improbable 1	Low 4	↓	SASG continues to meet regularly and has well established procedures in place to develop and oversee implementation of the capital programme. the level of training and oversight remains satisfactory and all training is now accessible on the intranet.

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CR20180016 - Delivery of the Authority's waste management and recycling obligations (including meeting Landfill Targets)	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Maintain current provision and infrastructure for recycling</li> <li>Continue education and awareness activity to improve participation</li> </ul>	Ainsley Williams  Ainsley Williams	Substantial 4	Possible 3	High 12	Substantial 4	Probable 5	Significant 20	↑	<p>Sourcing alternative RDF outlets that provide for greater certainty of disposal.</p> <p>Implementing controls at HWRC to reduce the extent of non-Carmarthenshire derived waste and commercial waste entering the facilities.</p>
CR20180017 - Effective Management of demand for Social Care (Adult & Children)	Significant 3	Likely 4	High 12	<ul style="list-style-type: none"> <li>Establish effective systems to ensure thresholds for access and eligibility criteria are understood and consistently applied by staff and partners</li> <li>Deliver implementation plan for Social Services and Wellbeing Act</li> <li>Collaborate with partners to deliver information, advice, assistance and preventive services</li> <li>Recommission Families First and Flying Start programmes to deliver early intervention with children and families</li> <li>Work with partners, local community action groups and local people to build resilient communities and community models of support</li> <li>Promote and develop social enterprises and cooperatives to provide preventative services, care and support</li> <li>We will monitor and report on Social Worker Vacancies and Caseloads</li> </ul>	Avril Bracey / Neil Edwards  Stefan Smith/Avril Bracey/Neil Edwards  Stefan Smith/Avril Bracey/Neil Edwards  Stefan Smith  Avril Bracey / Neil Edwards  Avril Bracey / Neil Edwards	Significant 3	Possible 3	Medium 9	Significant 3	Possible 3	Medium 9	↔	<p>Management of the demand for Children's Social Care is continually monitored ensuring caseloads are appropriately managed. The level of Social Worker Vacancies remain low, currently at 2.8%, although recruitment of experienced staff remains difficult.</p> <p>Social care continue to have a managed budget. WG allocation has reduced but pressures of demand on the service continue. Range of further initiatives both local and national being rolled out to manage and reduce demand.</p>

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CR20180018 - Failure to deliver a quality Education Service	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Implement the actions detailed in the Modernisation Education Programme for 2016/17</li> <li>Steering Group monitors work on an ongoing basis</li> <li>Raise standards at each key stage</li> <li>Support schools to remodel curriculum in light of Welsh Government reviews</li> <li>Support schools to implement ALN reform</li> <li>Deliver the Welsh in Education Strategic Plan (WESP) and the recommendations of the Welsh Language Carmarthenshire Report</li> <li>Provide appropriate support for vulnerable learners - ALN, LAC, EAL, Travelers, e-FSM</li> <li>Manage the 21st Century School Programme and reduce the number of surplus places with the schools system</li> <li>Manage the School Admissions process effectively (new Control)</li> </ul>	Gareth Morgans  Gareth Morgans	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	↔	<p>The services remain firmly focused on enhancing leadership, inclusion, provision and therefore standards and achievement for all Carmarthenshire learners in a strategic and purposeful manner. We continue to develop the Carmarthenshire Curriculum to dovetail with national, regional and local needs. The WESP has been launched and a series of workshops are being held to ensure bespoke implementation across all schools.</p> <p>A strategic approach to capital investment integrated with a programme for the rationalisation of provision across the schools network, facilitates the effective matching of the supply of school places with demand.</p>
CR20180019 - Failure to ensure that schools effectively manage their resources and respond to the challenges of reduced funding	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Lead the TIC Schools project, working with colleagues and schools to identify significant savings as set by the County Council through the budget efficiency programme</li> </ul>	Gareth Morgans	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	↔	<p>Levels of risk continue to be monitored via a detailed focus on individual school budget performance. Analyses are ongoing throughout the financial year. Progress updates and ensuing actions are monitored closely by a range of officers / groups, including the Schools Budget Forum, Educations Services Forum, DMT, ECS Scrutiny. The Federation agenda analyses and seeks to improve the viability of smaller schools. The Change Review Panel challenges schools in deficit on budget and business management. Business Management within schools is currently being evaluated.</p>

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CR20180020 - Ensure quality and adequate supply of Housing within the County	Substantial 4	Likely 4	Significant 16	Implement Carmarthenshire Homes Standard project plan Housing Company	Jonathan Morgan	Substantial 4	Improbable 1	Low 4	Substantial 4	Improbable 1	Low 4	↔	<p>The management and levels of risk continue to be monitored by the Investing in Tenants Homes Group and the Affordable Housing Working Group. Ensuring the quality of existing homes is maintained and further improved by the Carmarthenshire Homes Standard Plus (CHS+) and targets to provide more affordable homes are met. Our commitment to CHS+ remains firmly on track, with nearly £45m being set aside to maintain the CHS+ for existing tenants over the next three years.</p> <p>Additionally, through careful programme management and taking opportunities, we are able to spend nearly £44m over the next three years on building more council homes. This is part of our very ambitious 10 year transformational new build plans to deliver over 900 new Council homes, with a total investment of nearly £150m. This programme will align with our existing plans, Cartrefi Croeso delivery and wider regeneration initiatives across the County</p> <p>We have been able to commit to this programme and keep the average rent increase for 2019/20 to 2.4%. The CHS+ Business Plan (2019-2022) approved by County Council on 20th February 2019 confirms work that will be undertaken to maintain the standard and what our key principles are to support our future approach to managing homes, together with our plans to further increase the supply of affordable housing, building on what has already been achieved. The delivery of the CHS+ Business Plan together with the key assumptions made to ensure the plan remains viable, what we will spend the money on and how it is funded, is monitored through the CHS+ Steering Group.</p>

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CR20180021 - Maintain and develop effective Planning Policies (including delivering effective enforcement)	Substantial 4	Possible 3	High 12	<ul style="list-style-type: none"> <li>Rural Development Plan (RDP)</li> <li>Local Development Plan (LDP)</li> <li>Local Enforcement</li> </ul>	Wendy Walters  Llinos Quelch  Llinos Quelch	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	↔	LDP Review has commenced. Timetable approved by WG. Preferred Strategy consulted upon on time early 2019. Progress currently on track and in line with required adoption by December 2021. Various discussion forums held with Political Group on a number of occasions to date. LDP Advisory Panel of Members set up and met 7 times. Key Stakeholder Group also set up and met twice. Regular meeting with Director and EBM to ensure progressing on time. Internal review occurring with regards enforcement processes	
CR20180022 - Manage and Develop new external arrangements	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Governance arrangements incl management and Councillor representation on Boards</li> <li>Compliance with Companies Act and relevant legislation</li> <li>Financial Planning Financial Reporting arrangements Audit programme</li> <li>Training - arranged for Directors</li> </ul>	Corporate Management Team  Corporate Management Team  Corporate Management Team  Corporate Management Team	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	↔	All proposals and initiatives must be considered by CMT, this ensures moderating and consistency in approach. Systems in place to manage contracts WAO review programmed for 2019/20	
<b>NEW RISK - No deal Brexit</b>	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>Officer/Member Working Group with representation from all council services</li> <li>Review all services/plan contingencies</li> <li>Follow advice from Welsh Government and WLGA</li> <li>Communications with residents &amp; businesses</li> </ul>	Helen Morgan  Helen Morgan  Helen Morgan  Helen Morgan	Substantial 4	Possible 3	High 12						
<b>NEW RISK - Change in leadership due to the current CE retiring</b>	Substantial 4	Likely 4	Significant 16	<ul style="list-style-type: none"> <li>The Authority operates a rigorous assessment and recruitment process to ensure the appointment of the best candidate</li> <li>The process will be overseen by independent advisors</li> </ul>	Paul Thomas	Substantial 4	Possible 2	Medium 8						