

# ISLE OF ANGLESEY COUNTY COUNCIL

<b>COMMITTEE:</b>	<b>AUDIT COMMITTEE</b>
<b>DATE:</b>	<b>23 JULY 2013</b>
<b>TITLE OF REPORT:</b>	<b>RISK MANAGEMENT &amp; INSURANCE</b>
<b>PURPOSE OF REPORT:</b>	<b>FOR INFORMATION</b>
<b>REPORT BY:</b>	<b>HEAD OF FUNCTION (RESOURCES)</b>
<b>ACTION:</b>	<b>FOR INFORMATION / CONSIDER THE CORPORATE RISK REGISTER</b>

## 1. INTRODUCTION

- 1.1 The Council's Risk Management Strategy requires the Audit Committee to review the Risk Management framework and review and challenge the Corporate Risk Register and resultant action plans for the top corporate risks.
- 1.2 The initial Corporate Risk Register was presented to the Audit Committee in September 2012.

## 2. PROGRESS ON IMPLEMENTATION OF RISK MANAGEMENT FRAMEWORK

- 2.1 The Risk Management Strategy and Risk Management Guidance were endorsed by the Executive on 15<sup>th</sup> October 2012. These documents will be reviewed and amended to reflect the changes in reporting and management arrangements once these are confirmed.
- 2.2 Risk Management training was delivered to Members on 6<sup>th</sup> November 2012, and 8<sup>th</sup> July 2013.
- 2.3 The role of the Risk Management Group has been incorporated into the Performance Review Group which meets on a monthly basis and has representatives from Transformation, Performance, Internal Audit, Finance, ICT, Property, Risk & Insurance, and Health & Safety.
- 2.4 The Risk & Insurance Manager continues to support Heads of Service to develop their Service Risk Registers, although progress on the same has been affected by the Heads of Service Review.

## 3. CORPORATE RISK REGISTER

- 3.1 The Performance Review Group reviewed the Service Risk Registers and the Corporate Risk Register on the 2<sup>nd</sup> July 2013. I have reviewed their recommendations and the Corporate Risk Register and a revised version is attached to this report at Appendix A.

**3.2** The review has identified the following as the Council top risks:-

- YM8 Failing to plan for a significant reduction in funding from 2015/2016
- YM33 Failing to provide services within the budget provided
- YM31 Risk of not being compliant with Data Protection legislation
- YM36 Failing to plan for the impact of the effects of reforms in the health sector

**3.3** The Corporate Risk Register will always be a living and developing document and will continue to be reviewed and updated as required.

#### **4. INSURANCE CLAIMS**

**4.1** The Council's claims experience for the period 1<sup>st</sup> April 2007 to 31<sup>st</sup> March 2013 is attached to this report at Appendix B. Please note that the report is based on the incident date of the claim and not the claims made basis.

**4.2** Of significance is the 40% increase in public liability claims received by the Council during 2012/2013. This is attributable to claims for damage to vehicles due to the condition of the Council's roads. At this stage it would be premature to comment on the financial effects of the same.

**4.3** There has also been a 100% increase in claims involving the Council's fleet of vehicles. This cannot be attributed to any single service area but appear to be due to an increase in driver error, both by our drivers and other road users, and inclement weather.

#### **5. RECOMMENDATIONS**

**5.1** The Committee is requested to consider the Corporate Risk Register and note the insurance claims experience.

## CORPORATE RISK REGISTER

Risk Reference	Risk Owner / Lead Officer	Date Identified or Amended	Risk Identified			Risk Level			Additional Control Measures / Treatment Required			Residual Risk Level			Review Date / Frequency
			Vulnerability / Hazard	Trigger	Consequences / What or who will be effected and how / Outcome / Effect on objectives	Likelihood	Severity	Score	Action	Responsible Officer	Target Date	Likelihood	Severity	Score	
YM2	Chief Executive	10/2011	Failing to sustain the improvements made in terms of Governance	<ul style="list-style-type: none"> <li>Elections and Introduction of new multi – member wards etc</li> <li>Political instability</li> <li>Lack of compliance with policies and procedures</li> <li>New systems not being fully embedded</li> <li>Having weak Business Planning, Risk Management and Performance Management arrangements</li> <li>Inadequate and ineffective communications</li> </ul>	<ul style="list-style-type: none"> <li>Objectives not met</li> <li>Reputational damage / criticism from regulators</li> <li>Further intervention</li> <li>Uncertainty</li> <li>Low morale</li> <li>Inappropriate decision making</li> <li>Ineffective use of resources</li> <li>Lack of accountability, compliance and assurance</li> </ul>	3	5	15	<ul style="list-style-type: none"> <li>Provide all Members with in-depth induction and briefings</li> <li>Implement the Transformation Plan and fully embed the roles of the Transformation Boards</li> <li>Preparation and production of Annual Governance Statement</li> <li>Embedding the Corporate Planning and Performance Management arrangements</li> <li>Embedding the self-assessment framework</li> <li>Implement the findings of the internal communications report</li> </ul>	<ul style="list-style-type: none"> <li>Carys Edwards</li> <li>Danielle Edwards</li> <li>Einir Thomas</li> <li>Gethin Morgan</li> <li>Gethin Morgan</li> <li>Gwen Sion</li> </ul>	<ul style="list-style-type: none"> <li>July 2013</li> <li></li> <li></li> <li></li> <li>March 2014</li> <li></li> </ul>				Quarterly
YM1	Chief Executive	10/2011	Failing to collaborate effectively with others to benefit the Council	<ul style="list-style-type: none"> <li>Budgetary Pressures</li> <li>WG Agenda</li> <li>Poor relationships</li> <li>Lack of trust in the Council</li> <li>Lack of planning</li> <li>Lack of consultation</li> <li>Political barriers</li> </ul>	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Less efficient services</li> <li>Objectives not met</li> <li>Lack of improvement in key areas</li> <li>External intervention (not collaborating)</li> <li>Loss of local decision making (when collaborating)</li> <li>Loss of funding (not collaborating)</li> <li>Failing to make savings</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Agree a statement on the Council's response to collaboration, including a definition for collaboration</li> <li>Decide which collaboration frameworks are worth buying into</li> </ul>	<ul style="list-style-type: none"> <li>Richard Parry Jones</li> <li>SLT</li> </ul>	<ul style="list-style-type: none"> <li></li> <li>On-going</li> </ul>				Quarterly
YM8	HoF (Resource)	10/2011	Failing to plan for a significant reduction in funding from 2015/2016	<ul style="list-style-type: none"> <li>Reduced settlement from WG</li> <li>Reduced income</li> <li>Ineligible to apply for certain funding streams</li> <li>Inflationary &amp; interest rate effects</li> <li>Affordable priorities – savings not achieved</li> </ul>	<ul style="list-style-type: none"> <li>Objectives not met</li> <li>Reduction in services provided</li> <li>Lower quality services provided</li> <li>Reputational damage</li> <li>Lack of improvement in key areas</li> <li>External intervention</li> <li>Inability to support vulnerable groups and individuals</li> </ul>	5	5	25	<ul style="list-style-type: none"> <li>Development of a Medium Term Financial Plan which is updated quarterly</li> <li>Identify demographic pressures</li> <li>Monitor grant reduction and develop grant exit strategies</li> <li>Review the budget setting process</li> <li>Develop and implement an Efficiency Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Clare Williams</li> <li>Clare Williams</li> <li>Clare Williams</li> <li>Clare Williams</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>October 2013</li> <li>October 2013</li> <li>October 2013</li> <li>October 2013</li> <li></li> </ul>				Quarterly
YM33	HoF (Resource)	01/2013	Failing to provide services within the budget provided	<ul style="list-style-type: none"> <li>Declining budgets</li> <li>Increased demand for service</li> <li>Lack of timely financial management / budgetary control information</li> <li>Increased energy costs (market forces)</li> <li>Weak workforce planning arrangements</li> <li>Impact of large scale projects (e.g Wylfa, Energy Island)</li> <li>Budget deficits within some schools</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in services provided in future years</li> <li>Reputational damage</li> <li>Lack of improvement in key areas</li> <li>Lack of Capacity and / or capability to undertake the Council's workload</li> <li>Further intervention from WG (especially in relation to schools)</li> </ul>	5	4	20	<ul style="list-style-type: none"> <li>Review the budget setting process</li> <li>Embed the new financial systems (ledger etc)</li> <li>Establish a new financial reporting process</li> <li>Establish a new financial monitoring process</li> <li>Review the services being provided</li> <li>See also risks YM5, YM22, YM23 and YM37</li> </ul>	<ul style="list-style-type: none"> <li>Clare Williams</li> <li>Richard LI Jones</li> <li>Clare Williams</li> <li>Clare Williams</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>October 2013</li> <li></li> <li>June 2013</li> <li>Sept 2013</li> <li></li> </ul>				Quarterly
YM32	Deputy Chief Executive	10/2011	Failing to complete the Job Evaluation review	<ul style="list-style-type: none"> <li>Statutory requirement to undertake Salary and Grading Review</li> <li>Time taken to date to undertake Salary and Grading Review (&gt;10 years)</li> </ul>	<ul style="list-style-type: none"> <li>Low staff morale</li> <li>Uncompetitive pay levels</li> <li>Increased risk of perpetuating pay inequality</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Agree timetable and implement</li> <li>Appoint and retain suitable staff to undertake the project</li> </ul>	<ul style="list-style-type: none"> <li>Carys Edwards</li> <li>Carys Edwards</li> </ul>	<ul style="list-style-type: none"> <li>April 2014</li> <li>April 2013</li> </ul>				Quarterly
YM34	Deputy Chief Executive	01/2013	Failing to reach agreement in relation to equal pay claims submitted to date	<ul style="list-style-type: none"> <li>Delays in completing JE</li> <li>Recent Scottish cases</li> <li>Inequality in pay levels</li> </ul>	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Increased financial costs in terms of settling or defending the claims and increased future earnings</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>Prepare and implement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Carys Edwards</li> </ul>	<ul style="list-style-type: none"> <li>May 2013</li> </ul>				Quarterly
YM22	Director of Sustainable Development	10/2011	Failure to manage Buildings and Land effectively	<ul style="list-style-type: none"> <li>Budgetary constraints</li> <li>Legislative requirements</li> <li>Historical lack of investment</li> <li>Continually evolving needs of the Council</li> <li>Economic downturn</li> </ul>	<ul style="list-style-type: none"> <li>Loss of / reduced income</li> <li>Increased repair and maintenance costs</li> <li>Need for emergency repairs</li> <li>Staff working in inappropriate conditions (e.g. temporary buildings, lack of space)</li> <li>Excess space capacity in pockets</li> <li>Breach of health and safety legislation</li> <li>Empty buildings a drain on resources</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>Review use of land and buildings and value for money, linking into the work of the Smarter Working Group</li> <li>Prioritise all repairs and maintenance expenditure on the bases of a risk matrix</li> <li>Develop and implement an asset disposal strategy</li> <li>See also risks YM1, YM5, YM8, YM23, YM37 and YM38</li> </ul>	<ul style="list-style-type: none"> <li>Clare Williams &amp; Mike Barton</li> <li>Mike Barton</li> <li>Mike Barton</li> </ul>	<ul style="list-style-type: none"> <li>Oct 2013</li> <li>On-going</li> <li>On-going</li> </ul>				Quarterly

**CORPORATE RISK REGISTER**

Risk Reference	Risk Owner / Lead Officer	Date Identified or Amended	Risk Identified			Risk Level			Additional Control Measures / Treatment Required			Residual Risk Level			Review Date / Frequency
			Vulnerability / Hazard	Trigger	Consequences / What or who will be effected and how / Outcome / Effect on objectives	Likelihood	Severity	Score	Action	Responsible Officer	Target Date	Likelihood	Severity	Score	
YM7	Head of Function - Resources	10/2011	Risk of not managing information efficiently or effectively	<ul style="list-style-type: none"> <li>Major IT systems which are not fit for purpose</li> <li>Lack of investment in IT systems</li> <li>Budgetary constraints</li> <li>Legislative requirements</li> <li>Continually evolving needs of the Council</li> </ul>	<ul style="list-style-type: none"> <li>Inability to comply with legal / statutory / contractual requirements</li> <li>Correct and up to date data not available impacting decision making</li> <li>Duplication</li> <li>Less efficient services</li> <li>Loss of / reduced income</li> </ul>	5	3	15	Develop and implement an ICT Strategy	Barry Eaton					Quarterly
									Identify all current systems and establish how they integrate with each other	Barry Eaton	Sept 2013				
									Review any gaps and what additional systems are required to fill these	Clare Williams	March 2014				
									Deliver the Information Governance Project (taking account of the findings of the ICO Audit)	Huw Pritchard					
YM31	HoF Legal and Administration	08/2012	Risk of not being compliant with Data Protection legislation	<ul style="list-style-type: none"> <li>Insecure systems</li> <li>Human error</li> <li>Inadequate storage / disposal arrangements</li> <li>Lack of corporate leadership</li> <li>Inadequate DP governance arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Damage to reputation</li> <li>Financial Penalties in terms of fines issued by the ICO</li> </ul>	5	4	20	Implement and embed the role of the SIRO	Huw Pritchard					Quarterly
									Deliver the Information Governance Project (taking account of the findings of the ICO Audit)	Huw Pritchard					
YM20	Director of Sustainable Development	10/2011	Not being able to deliver services following a major event (e.g. civil emergency, major flooding etc)	<ul style="list-style-type: none"> <li>No effective Business Continuity Plans in place</li> <li>Lack of effective Emergency Plans in place</li> <li>Lack of appreciation of the statutory requirements and consequences</li> <li>Lack of capacity</li> <li>Reliance on ICT systems and networks</li> </ul>	<ul style="list-style-type: none"> <li>Unable to respond appropriately</li> <li>Service disruption</li> <li>Council not fulfilling its role under the Civil Contingencies Act</li> <li>Damage to reputation</li> <li>Recovery prolonged</li> </ul>	2	4	8	Embed BCM so that it becomes an integral part of Service activities	Heads of Service	Oct 2013				Quarterly
									Develop an ICT BCM plan	Barry Eaton					
									Exercise and review BCM arrangements	Heads of Service	On-going				
									SLT to implement 'Gold Command' structure	Bethan Jones	Sept 2013				
									Executive to agree to provision of North Wales regional service to be hosted by Flintshire	Bethan Jones	March 2013				
Regional Implementation Team to bring forward proposals to reduce residual risk levels and establish new service	Bethan Jones	Oct 2013													
YM15	Head of Function (Resources)	10/2011	Failure to plan for and support individuals affected by the Welfare Benefits Reforms	<ul style="list-style-type: none"> <li>Changes to the Welfare Benefits system nationally</li> <li>Social Fund reform</li> <li>Lack of detail provided from Central and Welsh Governments</li> </ul>	<ul style="list-style-type: none"> <li>Exacerbation of financial inclusion (rent arrears have increased by £52k since April 2013)</li> <li>Increase in anti-social behaviour and criminal activities including fraud</li> <li>Substantial increase in Council Tax and rent arrears – potential £1m shortfall in Council Tax</li> <li>Loss of income for Housing Services, affecting viability of 30 year business plan</li> <li>Increase in homelessness and individual debt</li> <li>Reduced income as ability to pay for certain services diminishes</li> <li>Increased costs</li> <li>Increased demand for service, including additional support and advice services</li> <li>Additional time to assess applications</li> </ul>	2	4	8	Deliver the Welfare Reform Project	Shân Lloyd Williams	Aug 2013				Quarterly
YM23	Director of Lifelong Learning	08/2012	Failing to implement the contents of the post Estyn inspection plan and improve performance against key indicators	<ul style="list-style-type: none"> <li>Estyn inspection found performance and prospects for improvement unsatisfactory</li> <li>Demand and supply imbalance in relation to school places</li> <li>WG and external regulators expectations</li> <li>Lack of funding to deliver services and improvements</li> <li>Leadership capacity</li> </ul>	<ul style="list-style-type: none"> <li>Further external intervention</li> <li>Education services removed from control of Anglesey</li> </ul>	3	5	15	Progress against each of the action points noted in the PIAP monitored on a regular basis and reported to the Education and Leisure Committee.	Dr Gwynne Jones	On-going				Quarterly
									Interim report on surplus places in both primary and secondary sectors produced, highlighting revised figures for surplus places and possible rooms in specific schools that could be used to house area based staff.	Dr Gwynne Jones	Completed				
									Complete consultation in specific areas	Dr Gwynne Jones	Completed				
									Outline strategic plan for school modernisation agreed by SLT	Dr Gwynne Jones	Completed				
YM25	Director of Lifelong Learning	08/2012	Failing to respond to the Estyn report in relation to Ysgol Uwchradd Caerybi, in particular the budget deficit	<ul style="list-style-type: none"> <li>Estyn expectations</li> <li>Authority expectations of the school</li> </ul>	<ul style="list-style-type: none"> <li>School could be placed in special measures, which would influence Estyn's perception of the Authority</li> <li>Damage both school and Council's reputation</li> <li>Reduction in the number of pupils choosing the school.</li> </ul>	4	3	12	Detailed post inspection plan [PIAP] developed.	Dr Gwynne Jones	Completed				Quarterly
									Progress against PIAP monitored on a regular basis.	Dr Gwynne Jones	Completed				

**CORPORATE RISK REGISTER**

Risk Reference	Risk Owner / Lead Officer	Date Identified or Amended	Risk Identified			Risk Level			Additional Control Measures / Treatment Required			Residual Risk Level			Review Date / Frequency
			Vulnerability / Hazard	Trigger	Consequences / What or who will be effected and how / Outcome / Effect on objectives	Likelihood	Severity	Score	Action	Responsible Officer	Target Date	Likelihood	Severity	Score	
YM5	Director of Community	10/2011	Failing to meet the needs of the adult population, particularly those eligible for support	<ul style="list-style-type: none"> <li>Demographic changes</li> <li>Increased prevalence of dementia</li> <li>Change in funding from Health Service and WG</li> <li>Changes to Welfare Benefits</li> <li>Recent Judgment in relation to fee setting for Independent Residential / Nursing homes</li> <li>Significant reduction in the Supporting People grant</li> </ul>	<ul style="list-style-type: none"> <li>Increased demand for services in the future</li> <li>Reduced income</li> <li>Increasing costs, especially in relation to available budgets</li> <li>Reduced quality of service</li> <li>External intervention</li> <li>Reputation damage</li> <li>Customers' needs and expectations not met</li> <li>Increase in homelessness, especially amongst vulnerable adults</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>Deliver the Older Adult Social Care Programme</li> <li>Confirm criteria for eligibility of support and ensure that all new care plans meet this criteria</li> <li>Review all current care plans</li> <li>Strengthen the architecture of community based service delivery particularly around intervention</li> </ul>	<ul style="list-style-type: none"> <li>Anwen Davies</li> <li>Anwen Davies</li> <li>Anwen Davies</li> <li>Anwen Davies</li> </ul>	<ul style="list-style-type: none"> <li>Sept 2016</li> <li>March 2013</li> <li>On-going</li> <li>Sept 2016</li> </ul>				Quarterly
YM16	Director of Community	10/2011	Failing to meet the needs of the Children of Anglesey, particularly those eligible for support and protection	<ul style="list-style-type: none"> <li>Inadequate assessments and monitoring</li> <li>Lack of documentation</li> <li>Lack of appropriate guidance and training</li> <li>Poor communication</li> <li>High turnover of staff</li> <li>Lack of capacity</li> <li>Increasing demand for services</li> </ul>	<ul style="list-style-type: none"> <li>Interventions to safeguard and promote children's welfare is compromised</li> <li>Achievement of good outcomes for children is compromised</li> <li>Key objectives and targets not met</li> <li>External intervention</li> <li>Customers' needs and expectations not met</li> <li>Decisions taken in isolation of stakeholders views / interests</li> <li>Less efficient service</li> <li>Increase in complaints, claims and liability</li> <li>Increased pressure on budgets</li> <li>Low staff morale and high sickness levels</li> <li>Lack of alternative provision, including out of County</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>Weekly operational managers' meeting to manage delivery risks of key PIs</li> <li>Weekly meeting of Senior Accommodation Panel to manage out of county placements</li> <li>Monthly meeting of CS Management Team manage and mitigates issues such as finance, staffing, sickness and partnership working</li> <li>Monthly meeting of multi-agency Service Improvement Board provides scrutiny and challenge on range of performance and service risks, and monitors the Service Improvement/Business Plan</li> <li>Quarterly Quality Assurance Board manages issues of customer needs, complaints and risks associated with quality of delivery</li> <li>Task group established to develop improved data security</li> <li>Comprehensive Service Improvement Plan with clear actions, targets and responsibilities</li> <li>Improvements achieved in relation to protection, safeguarding, looking after and after care, as well as service management.</li> <li>External guidance provided when required (such as the Independent Support Team) to provide objective risk assessment of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Anwen Huws</li> <li>Anwen Huws</li> <li>Anwen Huws</li> <li>Anwen Huws</li> <li>Anwen Huws</li> <li>Anwen Huws</li> <li>Anwen Huws</li> <li>Anwen Huws</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>				Quarterly
YM38	Director of Community	11/2011	Failure to plan affordable and suitable housing to meet the needs of the population.	<ul style="list-style-type: none"> <li>Lack of input / progress</li> <li>Lack of capacity</li> <li>Effects of Welfare Reforms</li> </ul>	<ul style="list-style-type: none"> <li>Targets not met</li> <li>Increase in demand for other services (homeless, social services etc)</li> <li>A shortage of 1-2 bedroom properties on the Island, which makes downsizing a problem, and will inevitably lead to an increase in rent arrears and homelessness.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Quarterly meetings set up with Development Directors of the 3 RSLs zoned to work on Anglesey, which forward planned developments for 3 years, and monitors each scheme whilst on site, trouble shoots any identified problems.</li> <li>Rural Housing Enabler Group focused on identifying housing need, and have a focused action plan, reviewed annually</li> <li>Local housing needs survey undertaken and follow-on work , working with Community and Town Councils</li> <li>Positive dialogue channels developed with WG Officers, to maximise grant spend</li> <li>Investigating alternative ways of funding affordable housing developments, including use of HRA and Council-owned land.</li> <li>Local Housing Market assessment drafted to present to Elected Members and SLT</li> <li>Strengthen working relationship with Social Services to ensure that accommodation needs are fed to the relevant officers in Housing Services and considered in discussions with RSLs</li> </ul>	<ul style="list-style-type: none"> <li>Shân Lloyd Williams</li> <li>Shân Lloyd Williams</li> <li>Shân Lloyd Williams</li> <li>Shân Lloyd Williams</li> <li>Shân Lloyd Williams</li> <li>Shân Lloyd Williams</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> <li>On-going</li> <li>On-going</li> <li>On-going</li> <li>June 2013</li> <li>On-going</li> </ul>				Quarterly

**CORPORATE RISK REGISTER**

Risk Reference	Risk Owner / Lead Officer	Date Identified or Amended	Risk Identified			Risk Level			Additional Control Measures / Treatment Required			Residual Risk Level			Review Date / Frequency
			Vulnerability / Hazard	Trigger	Consequences / What or who will be effected and how / Outcome / Effect on objectives	Likelihood	Severity	Score	Action	Responsible Officer	Target Date	Likelihood	Severity	Score	
YM37	Director of Community	08/2012	Failure to plan for access to leisure and libraries services to meet the needs of the population.	<ul style="list-style-type: none"> <li>Lack of corporate decision making</li> <li>Lack of suitable facilities and service provision</li> <li>Historical lack of investment</li> <li>Lack of strategy</li> </ul>	<ul style="list-style-type: none"> <li>Further deterioration in the facilities (buildings) and services available</li> <li>Lack of provision for community care activities</li> <li>Increase in demand for other services (anti-social behaviour etc)</li> </ul>	2	3	6	Agree and implement a Leisure Strategy Agree and implement a Libraries Strategy	Gwen Carrington					Quarterly
YM29	Director of Sustainable Development	10/2011	Failure to meet Waste Management targets	<ul style="list-style-type: none"> <li>More stringent statutory targets</li> <li>Lack of stakeholder participation</li> </ul>	<ul style="list-style-type: none"> <li>Impact on funding available</li> <li>Financial penalties</li> </ul>	1	4	4	Evaluating current waste and recycling options with a view of implementing a more effective collection system resulting in higher recycling rates Redeveloping the household waste recycling centres Continue to promote waste minimisation and recycling to encourage stakeholder participation	Dewi Williams	March 2014				Quarterly
YM36	Director of Community	01/2013	Failing to plan for the impact of the effects of reforms in the health sector	<ul style="list-style-type: none"> <li>Lack of information from WG and Health Trust</li> <li>Lack of capacity</li> </ul>	<ul style="list-style-type: none"> <li>Additional burdens in terms of service provision</li> <li>Additional costs</li> <li>Unbudgeted costs</li> </ul>	4	4	16	Set up Project Board to develop and implement a transformation and modernisation plan for the service Work in partnership with Health in specified areas to ensure that impacts are limited Undertake a study to establish the potential long term population needs and the cost of service provision	Anwen Davies	Sept 2016				Quarterly
YM39	Director of Sustainable Development	07/2013	Risk of injury or illness to employees	<ul style="list-style-type: none"> <li>Lack of appreciation of the importance of health &amp; safety</li> <li>Health &amp; safety breaches</li> <li>Uncertainty in relation to change</li> </ul>	<ul style="list-style-type: none"> <li>Harm to staff (including those covering those on sick leave)</li> <li>Increased costs</li> <li>Fines / prosecution</li> <li>Service continuity compromised</li> <li>Reduced capacity</li> </ul>	2	4	8	Establish an effective health & safety Steering Board Develop and adopt a Health & Safety Strategy Adopt and enforce a Health & Safety Roles and Responsibilities document Develop and implement Annual Health & Safety Plans Monitor that risk assessments are completed and effective	Steve Nicol	July 2013				

ATODIAD B / APPENDIX B

Gwasanaeth / Service	Cyfnod / Period	Atebolwydd y Cyflogwr / Employers Liability						Atebolwydd Cyhoeddus / Public Liability						Modur / Motor				Eiddo / Property				Eraill / Other				Total												
		Nifer o Hawliadau / No of Claims		Côst / Cost		Nifer o Hawliadau / No of Claims		Côst / Cost		Nifer o Hawliadau / No of Claims		Côst / Cost		Nifer o Hawliadau / No of Claims		Côst / Cost		Nifer o Hawliadau / No of Claims		Côst / Cost		Nifer o Hawliadau / No of Claims		Côst / Cost														
		Derbyniwyd / Received	Talwyd / Paid	Gwrthodwyd / Rejected	Heb ei Setlo / Outstanding	Talwyd / Paid	Heb ei Setlo / Outstanding	Derbyniwyd / Received	Talwyd / Paid	Gwrthodwyd / Rejected	Heb ei Setlo / Outstanding	Talwyd / Paid	Heb ei Setlo / Outstanding	Derbyniwyd / Received	Talwyd / Paid	Gwrthodwyd / Rejected	Heb ei Setlo / Outstanding	Talwyd / Paid	Heb ei Setlo / Outstanding	Derbyniwyd / Received	Talwyd / Paid	Gwrthodwyd / Rejected	Heb ei Setlo / Outstanding	Talwyd / Paid	Heb ei Setlo / Outstanding	Derbyniwyd / Received	Talwyd / Paid	Gwrthodwyd / Rejected	Heb ei Setlo / Outstanding	Talwyd / Paid	Heb ei Setlo / Outstanding							
Cynllunio a Gwarchod y Cyhoedd / Planning & Public Protection	01/04/2007 - 31/03/2008	0	0	0	0	0	0	2	1	1	0	184	0	1	1	0	0	292	0	0	0	0	0	0	0	3	0	3	0	408	0	6	5	4	0	884	0	
	01/04/2008 - 31/03/2009	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	9000	0	
	01/04/2009 - 31/03/2010	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	964	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	964	0	
	01/04/2010 - 31/03/2011	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	946	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	946	0	
	01/04/2011 - 31/03/2012	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3174	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3174	0	
<b>Cyfanswm / Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>9000</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>184</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>5376</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>408</b>	<b>0</b>	<b>19</b>	<b>6</b>	<b>12</b>	<b>1</b>	<b>5968</b>	<b>9000</b>		
Datblygu Economaidd / Economic Development	01/04/2007 - 31/03/2008	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2008 - 31/03/2009	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2009 - 31/03/2010	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2010 - 31/03/2011	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2011 - 31/03/2012	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Cyfanswm / Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Prifffyrdd a Rheoli Gwastraff / Highways & Waste Management	01/04/2007 - 31/03/2008	0	0	0	0	0	0	69	12	56	1	273308	1549	3	2	1	0	13531	0	1	0	1	0	0	0	1	0	1	0	0	0	74	14	59	1	286839	1549	
	01/04/2008 - 31/03/2009	1	1	0	0	16297	0	44	6	35	3	112049	93412	5	4	1	0	2376	0	0	0	0	0	0	0	1	0	0	0	40000	51	11	36	4	130722	133412		
	01/04/2009 - 31/03/2010	0	0	0	0	0	0	52	8	37	7	74625	188992	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	54	9	38	7	74625	188992			
	01/04/2010 - 31/03/2011	0	0	0	0	0	0	56	11	43	2	90276	17780	9	7	2	0	2205	0	1	1	0	0	0	0	0	0	0	0	66	19	45	2	92816	17780			
	01/04/2011 - 31/03/2012	0	0	0	0	0	0	65	9	50	6	2526	60048	3	3	0	0	3491	0	0	0	0	0	0	0	0	0	0	0	68	12	50	6	6018	60048			
<b>Cyfanswm / Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>16297</b>	<b>0</b>	<b>408</b>	<b>66</b>	<b>271</b>	<b>71</b>	<b>558501</b>	<b>488110</b>	<b>27</b>	<b>17</b>	<b>7</b>	<b>3</b>	<b>21603</b>	<b>700</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>40000</b>	<b>441</b>	<b>85</b>	<b>280</b>	<b>76</b>	<b>596736</b>	<b>530810</b>				
Eiddo / Property	01/04/2007 - 31/03/2008	1	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	01/04/2008 - 31/03/2009	0	0	0	0	0	0	3	3	0	0	37020	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2009 - 31/03/2010	0	0	0	0	0	0	5	3	2	0	1363	0	2	2	0	0	2693	0	9	2	7	0	1742	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2010 - 31/03/2011	0	0	0	0	0	0	2	1	0	1	60	0	0	0	0	0	0	0	12	3	6	3	155322	8500	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2011 - 31/03/2012	1	0	0	0	0	0	3	1	2	0	1520	0	0	0	0	0	0	0	5	3	6	1	4150	1000	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Cyfanswm / Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>8</b>	<b>10</b>	<b>2</b>	<b>39963</b>	<b>7783</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>2873</b>	<b>0</b>	<b>59</b>	<b>23</b>	<b>27</b>	<b>9</b>	<b>208169</b>	<b>89500</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>86</b>	<b>34</b>	<b>41</b>	<b>11</b>	<b>251005</b>	<b>97283</b>
Tai / Housing	01/04/2007 - 31/03/2008	0	0	0	0	0	0	24	7	17	0	30087	0	3	1	2	0	315	0	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	01/04/2008 - 31/03/2009	0	0	0	0	0	0	29	12	15	2	7212	0	1	1	0	0	669	0	3	3	0	0	309	0	1	1	0	0	34	0	34	17	15	2	8225	0	
	01/04/2009 - 31/03/2010	0	0	0	0	0	0	33	9	24	0	21523	1	5	3	2	0	47555	0	10	5	5	0	32244	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2010 - 31/03/2011	0	0	0	0	0	0	30	10	18	2	12780	2500	3	3	0	0	12481	0	23	2	7	14	8683	7110	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2011 - 31/03/2012	0	0	0	0	0	0	35	7	22	6	3822	40315	5	5	0	0	8257	0	3	0	2	1	11464	62687	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Cyfanswm / Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>172</b>	<b>50</b>	<b>103</b>	<b>19</b>	<b>78369</b>	<b>59911</b>	<b>24</b>	<b>16</b>	<b>6</b>	<b>2</b>	<b>71019</b>	<b>4500</b>	<b>46</b>	<b>10</b>	<b>19</b>	<b>17</b>	<b>52700</b>	<b>72496</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>243</b>	<b>77</b>	<b>128</b>	<b>38</b>	<b>202122</b>	<b>136907</b>		
Uned Ddarparu / Provider Unit	01/04/2007 - 31/03/2008	2	1	1	0	15250	0	2	1	1	0	25054	0	13	9	4	0	8741	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	01/04/2008 - 31/03/2009	2	1	1	0	16947	0	2	2	0	0	204	0	8	6	2	0	3040	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2009 - 31/03/2010	0	0	0	0	0	0	1	1	0	0	50	0	12	11	1	0	11874	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2010 - 31/03/2011	1	0	0	0	0	0	2	0	1	1	15615	0	8	6	2	0	4526	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2011 - 31/03/2012	0	0	0	0	0	0	0	0	0	0	0	0	7	4	3	0	816	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Cyfanswm / Total</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>32197</b>	<b>12000</b>	<b>11</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>25648</b>	<b>15615</b>	<b>60</b>	<b>41</b>	<b>14</b>	<b>5</b>	<b>30503</b>	<b>1872</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Gwasanaeth Oedolion / Adult Services	01/04/2007 - 31/03/2008	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2008 - 31/03/2009	1	1	0	0	12057	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2009 - 31/03/2010	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	01/04/2010 - 31/03/2011	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	01/04/2011 - 31/03/2012	1	0	0	0	10752	0	1	0	0	1	735	10765	0	0																							