

Caerphilly CBC Corporate Risk Register				Last Quarter Risk Level	Current Risk Level			
Risk ID	Risk Name	Risk Description	CMT Lead Officer	Q2 2022/23	Q3 2022/23	Planned Mitigations and Progress	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CRR-17 NEW 2022/23	Impact on cost of living (inflationary) increases on our communities	The recent price increases in household energy bills combined with higher costs for food shopping and the price of fuel have created significant challenges for many residents, especially those already in need. The cost of living increase is likely to lead to additional demand being placed on council services as families affected seek our help. Difficulties in this area will continue throughout the winter and in to 2023.	DS	High	High	<ul style="list-style-type: none"> A cross cutting Cost of Living Working group has been formed under DS leadership which is seeking to address challenges across the community and staff populations Group is mapping all existing cost of living activity underway across the organisation Group is considering options to introduce new support to those most in need Web resources are being developed to provide a single source of assistance to our residents and staff that are most in need Cost of Living Co-ordinator now appointed CoL Newline now printed and distributed CoL staff present at winter fayres and other council events Funding starting to be distributed for warm hubs across the council Warm hubs mapping taking place Scheme of delegation in place to spend budget allocation of £3m set aside for pressures in this area. 	Yes - cost of living increases have the potential to affect those in our communities who are already most in need.	High
CRR-08	Pressures on social care	Social Care capacity is an ongoing problem for the authority. The ability to recruit and retain care staff, in the face of significant competition from the retail and hospitality sectors is becoming more and more of an issue. As a consequence independent providers are handing back packages of care and the future of some care homes is in the balance.	DS	High	High	<ul style="list-style-type: none"> Significant uplift in fees for 2022/23 for independent sector providers Commitment to external review of fee structures Participation in work re standard fee methodologies at Regional Partnership Board level Continue to open new in-house residential homes for children Fee levels for 23/24 to be determined as part of the budget setting process Capacity/fragility issues flagged up at a regional level via RPB and associated strategic groups Recent dom care provider failure resolved by bringing carers onto in-house payroll. 	Yes - reducing help that can be provided for the most vulnerable in our society will affect our ability to contribute to a 'Healthier Wales' which requires peoples mental and physical well-being to be maximised. There is also a direct consequence on recipients of care and support packages if hospital discharges are delayed.	High
CRR-16 Added 2021/22	Recruitment and Staffing Capacity	The Council needs to be able to employ sufficient numbers of staff across its services in order to ensure service delivery can be maintained. At present, there are challenges in recruiting replacement staff within certain Council professions that could, if not overcome, create difficulties over the medium to long term. There is also a shortage of Senior Leadership Capacity at present.	ED	High	High	<ul style="list-style-type: none"> Reforming Recruitment Project Initiated and showing promising signs External Recruitment Agency used to recruit senior roles and generate learning Annual recruitment and selection of Apprentices 2022/23 intake complete Succession Planning and Workforce Development Strategy implementation Recruitment webpages to be updated and refreshed with further video content Specialist campaigns and resources designed to support specific recruitment Procurement of specialist social media recruitment solutions Assessment of additional leave provision under consideration Appointment of a new internal Recruitment Team to approach challenges in new and more innovative ways approved by Cabinet Approval to appoint a Deputy Chief Executive and a Deputy Section 151 Officer 	No - this risk relates to organisational capacity	
CRR 11 - Added 2020/21	Fleet	Providing a fully operational, compliant fleet of vehicles is essential for the Council to deliver all of its front line services. In this regard the Council holds a goods vehicle operators licence ("O licence") and must continue to demonstrate compliance with the conditions of the "O licence" and the legislative framework in which it exists. There is a current risk relating to the ability of the Council to staff its fleet management and maintenance service with suitably qualified and/or experienced staff and deliver the required level of management and maintenance standards.	MSW	High	High	<ul style="list-style-type: none"> Alternative recruitment & retention strategies such as the use of market supplements. Externalisation of some maintenance work to sub-contractors where the market is able to respond. Consideration of other options for delivering the service in accordance with the current review in progress under the auspices of the Team Caerphilly Programme Board. This includes restructuring the service and use of the National framework set up by the WG commercial services division for the acquisition of vehicles. 	No - this risk relates to organisational capacity	
CRR-18 NEW 2022/23	Ukraine War	The Ukraine War has displaced a significant number of Ukrainian Nationals and UK Government, Welsh Government and Local Government is attempting to provide opportunities for resettlement. This will place significant additional pressures on Housing, Social Care, Education and wider support services at a time when resources are already stretched. Amendments to long standing allocation, admission and access policies may also be a requirement which could cause unintended consequences. The war has also impacted on certain supply chains increasing the lead times and delivery timeframes of certain goods.	CH	High	High	<ul style="list-style-type: none"> Regular meetings are held at a strategic and operational level with Welsh Government and WLGA to understand current impacts Dialogue with Private Sector Landlords to identify possible vacant properties. Grant applications submitted to WG to enable repairs/improvements to private sector stock A temporary 12-month resettlement team has been created to help absorb the additional workload and a fortnightly MDT runs with key partners Support sessions held for Ukrainian refugees. Welsh Government super-sponsor scheme continues to drive capacity and planning challenges for Local Authorities Some easing of numbers/pressures at the current time but position remains very volatile. 	Yes - pressure around housing and possible education and social care needs of Ukrainian refugees adds to challenges already being seen by over-stretched services.	High

CRR-19 NEW 2022/23	Waste Strategy and Recycling Performance	Compliance with Welsh Government Statutory Recycling Targets. Failure to achieve future statutory recycling targets may lead to WG fines which are not insignificant	MSW	High	High	<ul style="list-style-type: none"> Work with WG consultants on modelling to "sense check" future strategic decisions Presentation of a number of "quick win" service changes to CMT/Cabinet in Autumn 2022 for potential implementation in early 2023 Submission of a draft recycling strategy to WG by 9/1/23 followed by political decisions and implementation of service revisions to commence in 2023 and evaluation of success after 12 months. Evaluation of collection modelling options presented by WG consultants in March / April 2023 for implementation thereafter. 	Yes - Achieving higher levels of re-use and recycling has a positive impact on reducing carbon emissions and consumption of finite resources contributing to 'Resilient and Globally Responsible Wales'.	Medium
CRR 14	Cyber Security Breach	Government organisations are currently facing an increase in the level of cyber security threats. Should a cyber security breach occur, it is possible that service delivery could be affected. The loss of critical systems over an extended period holds the potential to cause significant disruption.	ED	High	High	<ul style="list-style-type: none"> Cyber Security Strategy and associated Action Plan adopted by Cabinet Implementation of the Council's Cloud Strategy for Priority Systems Leadership Team has undergone Cyber Security training Cabinet have undergone Cyber Security training Exploring the potential to roll out mandatory Cyber Security Training to all Members Strengthening of the Cyber Security Team Regular Penetration Testing undertaken Cyber Security Accreditation acquired Continued modernisation of Council's IT Estate 	Yes, should a cyber attack remove access to the Council's critical systems for an extended period of time then the impact on community well-being could be significant.	High
CRR-02	Medium Term Finances	The Council's Medium Term Financial Plan needs to be refreshed in the Autumn of 2022 in order to address the significant impact of rising inflation, higher than expected pay awards, the increased costs of energy and materials / supplies and the wider impact of cost of living on our residents. Any changes in the level of grants made to the Council and the impact on service delivery will also need to be factored in and carefully monitored.	SH	Medium	High	<ul style="list-style-type: none"> Details of the 2023/24 Provisional Local Government Financial Settlement were announced by WG on 14 December 2022. Caerphilly CBC will receive an uplift in funding of 6.9% (£22.152m). The 2023/24 Draft Budget Proposals considered by Cabinet on 18 January 2023 include a range of temporary and permanent savings proposals totalling £12.421m and the proposed use of reserves totalling £15.051m. Along with a proposed increase in Council Tax of 7.9%, a balanced budget can be achieved for 2023/24. The Cabinet Report also contains details of an updated Medium Term Financial Plan which shows a potential savings requirement of £48.047m for the two year period 2024/25 to 2025/26. The report also sets out the Council's approach to address the financial challenges moving forward and this will be subject to further detailed reports as service change proposals are firmed up. Following approval of the 2023/24 budget, further work will be required to align the MTFP to the Well-being Objectives and to ensure the Transformation Programme can support delivery of significant savings that will be required to address the challenges the Council will face in the coming years. 	Yes, with the cost of providing Council Services increasing at a time when residents are experiencing a cost of living crisis any impacts on service levels will be more keenly felt. Residents may find it increasingly difficult to make payments such as Council Tax	High
CRR-04	Impact of Climate Change	Climate change and the trend for increased risk & frequency of adverse weather presents a risk to the natural & built environment.	MSW	Medium	Medium	<ul style="list-style-type: none"> Decarbonisation Strategy and associated action plan in place and a new team created. Report on progress against the action plan to be presented to Cabinet in early 2023. Effective Emergency Planning Strategies, processes and operational responses. Robust Local Flood Risk Management Strategies underpinned by a progressive suite of flood alleviation infrastructure projects. Implementation of Sustainable Urban Drainage (SUDS) practices across new developments. On-going management of the 250,000 trees on Council Land. Effective management of the natural environment across the countryside/green open space portfolio. Specific actions across the Council's asset portfolio to reduce its own level of carbon emissions. 	Yes - there is an impact to a 'Resilient Wales' by not proactively addressing the operational response to climate change. The contribution to global issues and a 'Globally Responsible Wales' is met through low carbon planning and sustainable development. There is a direct impact to Health also.	Medium
CRR-20 NEW 2022/23	Housing Supply	The authority currently has around 4000 people on its Housing waiting lists and significant challenges in ensuring that people are in the right accommodation for them and their families particular needs. The influx of Ukrainian refugees, refugee resettlement programmes, increases in asylum dispersal and local homelessness challenges are increasing the need an appropriate supply of housing.	DS	Medium	Medium	<ul style="list-style-type: none"> Cabinet agreement for Housing Support Programme Strategy Caerphilly Keys service now in place New HMO open in Pontllanfraith New build programme agreed and progressing 18 new one bedroom apartments at Trecenydd and Trethomas Political approval given for development of site at Ty Darren, Risca 	Yes- suitable accommodation is a fundamental need impacting directly on personal health and well-being.	Medium

CRR 13	Increased Homelessness	Increased numbers of homelessness could result in increased incidents of rough sleeping and increased use of B&B/hotel type accommodation to address emergency needs. This in turn could result in poor outcomes for the households concerned and a repeat of the homelessness cycle. As national Covid policy delaying evictions by private landlords has come to the an end, evictions could rise significantly.	DS	Medium	Medium	<ul style="list-style-type: none"> Implementation of the Rapid Rehousing Strategy Use of support providers and specialists to assist those that are homeless and to sustain tenancies to avoid homelessness occurring Implement Homelessness strategy which has been developed in collaboration with neighbouring authorities Review the availability of temporary accommodation to reduce/avoid use of Bed & Breakfasts. Look at opportunities to further increase the availability of properties in the private sector as an alternative means of accommodating homeless persons Work closely with the police and probation service to plan accommodation for prison leavers Review the type of accommodation that is required to meet the needs of those presenting so that this can be considered in longer term future planning 	Yes- suitable accommodation is a fundamental need impacting directly on personal health and well-being.	Medium
CRR-07	Impact of Covid-19 on learner achievement	The impact of covid on learner achievement remains unknown and requires further evidence and appropriate intervention, particularly with the inconsistent nature of assessment since 2020 along with reduced levels of pupil attendance and higher than average levels of exclusions.	ED	Medium	Medium	<ul style="list-style-type: none"> Development of a new Education Strategy that focuses on Reignite, Recover, Reform Agenda Develop the information, intelligence and data to ensure it operates as an effective commissioner of improvement services Further enhance self evaluation and improvement planning processes Greater focus on inclusion and improved wellbeing with enhanced tracking Establish a system of active peer learning that provides opportunities to consider problems, share good practice and innovation Increased support for pupils at risk of becoming NEET (Not in Education, Employment or Training) Improving Pupil Attendance Support More Able and Talented pupils Improve Pupils' Acquisition of Digital Skills Deliver Welsh in Education Strategic Plan 2022-2032 Build new schools through Sustainable Communities for Learning Ensure Medium Term Financial Planning arrangements for Schools 	Yes, this limits contribution to 'Prosperous and More Equal Wales'. Standards of attainment and gaps in inequality can result in a low skilled, low paid workforce, and higher levels of unemployment leading to poverty. Over the long-term (25 years) in the life of a young child to adult the potential outcome of the attainment gap makes this a medium risk. This is a long term risk	Medium
CRR-21 NEW 2022/23	Impact on cost of living (inflationary) increases on the Council	The impact of rising energy and fuel costs, cost increases and shortages across major supply chains and increases in the cost of construction schemes are increasing the operational costs of delivering services, placing Council budgets under significant strain and creating challenges for the workforce.	DS	Medium	Medium	<ul style="list-style-type: none"> A cross cutting Cost of Living Working group has been formed under DS leadership which is seeking to address challenges across the community and staff populations Group is mapping all existing cost of living activity underway across the organisation Group is considering options to introduce new support to those most in need Web resources are being developed to provide a single source of assistance to our residents and staff that are most in need 	No - this risk relates to organisational capacity	
CRR 12	Covid-19 Recovery and Future Wave Response	As the local economy seeks to recover from the impact of the COVID-19 pandemic, the Council will need to focus on a series of recovery measures to stimulate local growth. The Council will also need to remain prepared to manage its critical services and workforce pressures through potential future waves that limit social mobility and reduce the availability of resource	CH	Medium	Medium	<ul style="list-style-type: none"> Cabinet have adopted an Economic Recovery Framework to stimulate growth and a progress report is scheduled for cabinet consideration in early 2023. Cabinet have adopted a Social Value Policy to drive community benefit and the foundational economy across the locality The Council is overseeing the Regional TTP function supporting Gwent to better manage a range of communicable disease responses The Council maintains a critical service list and business continuity plans The Council continues to formalise and embed its Agile Working approaches to ensure services can be provided from any location 	Yes, this will have a direct impact on the Prosperous Wales Wellbeing Goal	Medium
CRR-22 NEW 2022/23	COVID Enquiry (Capacity to service)	Inquiry has now commenced. CCBC now receiving requests to submit evidence with extremely short timeframes of 2-3 weeks. WLGA hosting regular meetings to support LA's in conjunction with the LGA. No be-spoke resources identified, therefore completion of evidence falling to a small number of officers, all of whom have other duties. Requests/submissions likely to go on for many months/years.	DS	Medium	Medium	<ul style="list-style-type: none"> Covid 19-Inquiry Group established. Submissions agreed and signed off by CEO Consideration to be given to a creation of a be-spoke role to complete evidence requests. 	No - this risk relates to organisational capacity	
CRR-23 NEW 2022/23	Resilience and Wellbeing of Staff	Since early 2020, Council staff have been dealing with unprecedented challenges over an extended period of time. Staff have supported communities through the pandemic. More recently staff have had to respond to the impacts of the Programme for Government, the war in Ukraine and, more recently the Cost of Living crisis. Expectations continue to rise and the Council's resources are extremely stretched at present. There are high levels of staff sickness currently. The 2023/24 budget is also adding further workload pressures as alternative mechanisms for service delivery will need to be worked up.	CH	Medium	Medium	<ul style="list-style-type: none"> Embedding the Workforce Development Strategy Embedding the Employee Wellbeing Strategy Further promotion of the Employee Benefits Scheme Recommendation to provide staff with an additional 5 days annual leave Embedding the Employee Wellbeing Framework Work commenced with external support to understand the underlying reasons for sickness absence levels and to pilot some new approaches to reduce impact Creation of a coaching network across the organisation to help unlock issues Exploration of facilitated staff resilience sessions 	Yes - this risk largely relates to organisational capacity but is a result of the direct impacts on staff with the probability that personal health and well-being is being, or maybe, affected.	Medium

CRR-24 NEW 2022/23	Impact of Strike Action on Public Services	There is a significant likelihood of extensive industrial action being taken across multiple public services, largely in relation to levels of pay and working conditions. While there are no immediate signs of this taking place across Local Government, with the exception of the Teaching Unions, action across the wider public sector may have an indirect affect on the Council.	CX	New - Not Categorised	Medium	<ul style="list-style-type: none"> All Wales Resilience Forum called 14/12 to consider mutual support 	Yes, but the risk may be attached to Council resources being required to provide mutual aid or support to other sectors experiencing industrial action. This would divert Council resources elsewhere at a time when capacity is already diminished.	Medium
CRR-06	Local Development Plan (LDP)	It is essential that the Council has a Local Development Plan in place which sets the policy context for future development control decisions as well as ensuring that sufficient land is earmarked to support the range of needs across the County Borough such as Housing, the Economy, Green space, etc.	MSW	Medium	Low	<ul style="list-style-type: none"> Progressing the current Local Development Plan Process in accordance with the delivery agreement between the Council & Welsh Government although it is likely that further regional work is required on CCR growth assumptions which are feeding into all LDP's across the region. Effective stakeholder & member engagement. Timely consideration of reports by Corporate Management Team, Cabinet & Council and resultant timely decision making. 	Yes- the absence of an approved LDP does provide the potential for the Community to be impacted as the Council would not have a policy footing from which to oppose unsuitable development.	Low

Q2 2022/23	Q3 2022/23	Count Number and Category of Risks
0	1	Low
10	9	Medium
7	8	High
1	0	New - Not Categorised
0	0	Unknown
0	0	To Be Updated
18	18	TOTAL

Well-being Risk Level
1
8
5
0
0
0
14