

Caerphilly CBC Corporate Risk Register

Appendix A

Risk ID	Risk Name	Risk Description	CMT Lead Officer	Last Quarter Risk Level	Current Risk Level	Planned Mitigations and Progress	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
				Q4 2022/23	Q1 2023/24			
CRR 17 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"> • CoL strategic and operational groups meeting on fortnightly basis to ensure CoL crisis at forefront of planning and decision making. • CoL landing page complete (on website) as one stop shop for CoL support. • New CoL Newline in production - due for distribution in March 23 (specific campaigns also being planned to promote takeup of Pension Credit etc). • New programme of engagement events (to promote support available) being prepared for 2023. • Additional Cost of Living team recruited within Housing Rents to provide additional services for residents for income maximisation, welfare benefits support and energy advice. • Welcoming Spaces network developed across County Borough - comprising 33 projects across 55 venues, (inc all CCBC libraries) - offering warm place, food, activities, socialisation etc for those unable to heat their homes effectively. • Warm Packs purchased and distributed to vulnerable residents (via frontline support staff, partners and via Welcoming Spaces and community groups). • Hardship Fund being established to provide additional financial assistance for those not eligible for other grants. • Energy grant scheme being prepared (for launch in March/April 23) to provide grants for installation of energy efficiency measures (including boilers, windows etc) for households. • Additional small scale measures including mobile phones, hygiene packs available for those in need. • Ongoing additional funding and support to be made available to Food Poverty network (e.g. Foodbanks, fareshare schemes) throughout 22/23 to ensure adequate capacity to provide support to those at risk of food poverty (supported by additional initiatives including Cooking Champions) 	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.	High
CRR 16 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 continues to show promising signs • Review of 2022/23 Apprentice process underway and 2023/24 being planned • Succession Planning and Workforce Development Strategy implementation • Recruitment webpages updated and refreshed with further video content • Specialist campaigns and resources designed to support specific recruitment • Procurement of specialist social media recruitment solutions • Improved benefits package established (includes 6 additional days leave) • Internal Recruitment Team adverts going out imminently • Deputy Chief Executive successfully recruited • Deputy Section 151 Officer recruitment underway • Successful recent interventions in Digital, Social Care, Catering • Performance metrics around new entrants, internal moves and exits being collated for ongoing review 	No - this risk relates to organisational capacity	

CRR 11 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.	ED	High	High	<ul style="list-style-type: none"> Seeking to add additional officers with the necessary qualifications to the license to provide additional contingency Work is underway with Recruitment to seek to increase staffing numbers. Residual staffing capacity concentrating on HGV Fleet Sub contractors being engaged for other work where the market is able to respond. To explore arrangements for external maintenance through a strategic partner to provide additional contingency Processes and procedures for vehicle safety and driver compliance are currently under review and will be revised if necessary Notice served to withdraw from the current managed service contract (ends Jan 2024) and lease/purchase vehicles (and maintenance, where appropriate) via a WG Framework. Workshop is contractually obliged to maintain any vehicles leased through existing arrangement for the entire lease period which will be beyond January 2024. Council is currently overusing short term or 'spot hires' to plug gaps in provision 	No - this risk relates to organisational capacity	
Q2 2022	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 weekly 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 current time but position remains very volatile. Update to Cabinet given. 	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
Q3 Dec 22	Waste Strategy and Recycling Performance	Compliance with Welsh Government Statutory Recycling Targets	CH	High	High	<ul style="list-style-type: none"> Draft strategy submitted to WG Minister January 2023. Joint Scrutiny meeting took place March 2023. Feedback on draft strategy received verbally from WG early April, so scheduled Cabinet meeting deferred to allow detailed consideration of the WG feedback. Revised implementation plan to be provided to WG mid-May for consideration. Officers working with WG consultants to consider detailed analysis and key interventions to improve performance during April. Further engagement with Members scheduled with Cabinet agreement for public consultation of draft strategy scheduled for Autumn 2023. 	Yes - <ul style="list-style-type: none"> Achieving higher levels of re-use and recycling has a positive impact on reducing carbon emissions Failure to achieve future statutory recycling targets may lead to WG fines which are significant financially and reputationally. 	Medium
CRR-02	Medium Term Finances - cost of living impact on orgainsation	The cost of living crisis is having a significant impact on the Council's financial position due to rising inflation, higher than expected pay awards, the increased costs of energy and supplies and the wider impact of cost of living on our residents.	SH	Medium	High	<ul style="list-style-type: none"> 2023/24 budget approved by Council 23/02/23. Total 2023/24 cost pressures of £55.5m funded through 6.9% uplift in Financial Settlement (£22.2m), permanent savings of £5m, temporary savings of £6.9m, use of reserves totalling £15.3m and 7.9% increase in Council Tax (£6.1m). £22.2m of temporary measures for 2023/24 contributing to overall anticipated savings requirement of £48.3m for the two-year period 2024/25 to 2025/26. Work underway to refocus the transformation programme and to identify other savings proposals to address the financial gap. Draft delivery plan to be developed Summer 2023 for implementation thereafter. Capital funding review taking place early Summer. Cabinet update Autumn 2023. 		

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	Low	High	<ul style="list-style-type: none"> Progressing the current Local Development Plan Process in accordance with the delivery agreement between the Council & Welsh Government (WG). Recent correspondence from WG will require further regional work (including the CCR) on growth assumptions. Given the recent interaction with WG, then the LDP is probably not deliverable in its current form and in accordance with the existing delivery agreement timeline. A Council decision will therefore be required in July 2023 linked to the report of consultation. The will determine the agreed way forward for the LDP from now until formal adoption. Options appraisal developed and scheduled for consideration by Cabinet May 2023 with Council recommendation July 2023. Lobbying strategy for SDP being implemented. 	Yes - this could impact our ability to maximise our contribution towards a resilient and healthier Wales	Medium
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 and way forward for decarbonisation to be presented to Scrutiny 2nd May 2023 and Cabinet 17th May 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. Effective management of the natural environment across the countryside/green open space portfolio/culture and embedding across organisation 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
Added Q4 21/22	Housing Supply	The authority currently has around 6000 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, the Afghan resettlement programme and local homelessness challenges are increasing the need an appropriate supply of housing.	DS	Medium	Medium	<ul style="list-style-type: none"> Caerphilly Keys service now in place. New build programme agreed and progressing with 400 homes target. Outline planning for circa 130 homes at Ty Darren and Oakdale Secondary School. Transitional Accommodation Programme Board established. Progression of Development and Governance Strategy, with Cabinet updates Quality of offer - review of service and standards. 	Yes people having a roof over their heads and living in accommodation of a suitable size and standard is a fundamental part of wellbeing and is evidenced as having a positive impact on people's health.	High
CRR 13 Added Q1 20/21	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 • Caerphilly Keys service now in place. 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 	As above	

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"> • Education Strategy that focuses on Reignite, Recover, Reform Agenda now live • 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 18	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 • Financial impact on projects - ringfenced fund being developed - timing 		
CRR 12 - Added Q1 2020/21	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 Autumn 2023. • New Economic Development Strategy TOR being developed • Adoption of Corporate Plan scheduled July 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 		
CRR 14	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. • Awaiting feedback from Covid Inquiry. 	No - this risk relates to organisational capacity following which organisational capacity and functionality will be reviewed.	
CRR 15	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. Expectation 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 	No - this risk relates to organisational capacity	
CRR 19 Q1 2023	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.	CH	TBD	Medium	<ul style="list-style-type: none"> • Teaching Unions strikes require careful management and communication • Update on teaching industrial action needed. • Ongoing dialogue with TU's regarding intentions to ballot for strike action Local Government in Autumn. • Review budget implications. 		

<p>NEW Added May 2023 CR-20</p>	<p>Potential Withdrawal of Bus Support Funding and Contraction of Local Bus Services</p>	<p>It is likely that WG funding to support the bus industry will be withdrawn and some bus companies may cease to trade while others will only run commercially viable routes thereby reducing bus services across the County Borough in the long term.</p>	<p>MSW</p>	<p>N/A</p>	<p>High</p>	<ul style="list-style-type: none"> • Meetings being held nationally and regionally (regional scrum) as this is a Wales wide issue. • In June 2023, WG confirmed a continuation of BES funding until March 2024 and the regional scrum has agreed revisions to the bus schedule with each local authority. The amendmenst to CCBC services are relatively minor overall but the funding is only in place until March 2024. 	<p>Yes - restricting connectivity of communities and limiting potential to travel for those without access to a car or rail travel</p>	<p>High</p>
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