

Caerphilly CBC Corporate Risk Register - Appendix A					Previous Risk Level			Current Risk Level	Planned Mitigations and Progress	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
Risk ID	Date Added to Risk Register	Risk Name	Risk Description	CMT Lead Officer	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24			
CRR-17 2022/23	Q1 22/23	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 2024.	DS	High	High	High	High	<ul style="list-style-type: none"> CoL strategic working group meets on a monthly basis and the operational group still meeting on a fortnightly basis to ensure CoL crisis at forefront of planning and decision making. The landing page on the website is complete as one stop shop for support. 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 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 courses to provide cooking skills and slow cookers etc). Some indication that fuel prices may have peaked and are beginning to fall. Increase in food prices remain a concern. Despite indication that inflation and food prices are starting to fall, higher fuel costs and a lack of clarity re: energy prices in the Winter means this is an area we will need to prioritise throughout the current year. 	Yes - cost of living increases have the potential to affect those in our communities who are already most in need.	High
CRR-02 AW ongoing monitoring of Financial Position in ARA 23/24. No output yet	2018-2023 From MTFP combined with COL	Medium-Term Financial Plan	The current economic situation, real terms reductions in funding, and increases in demand for services (particularly in Social Care) means that the Council (along with all others) continues to face unprecedented financial challenges. Given the scale of the financial challenge faced by the Council, it is inevitable that some difficult decisions will need to be made at pace to ensure that balanced budgets can be delivered in the forthcoming years.	SH	High	High	High	High	<ul style="list-style-type: none"> 2024/25 budget approved by Council 27/02/24. Total 2024/25 cost pressures of £56.5m are being funded through a 2.5% uplift in the Financial Settlement (£8.9m), permanent savings of £19.6m, temporary savings of £11.5m, use of reserves totalling £10.6m and a 6.9% increase in Council Tax (£5.9m). £22.1m of temporary measures for 2024/25 contributing to overall anticipated savings requirement of £45.2m for the two-year period 2025/26 to 2026/27. Significant work undertaken in the last twelve months through the 'discovery phase' of the council's Mobilising Team Caerphilly Transformation Programme to identify a range of projects to help balance the budget moving forward. Now moving into the 'delivery phase' of the Programme with numerous projects being defined in detail and a range of proposals will be presented for scrutiny and decision throughout the 2024/25 financial year. 	Yes - Savings requirement of £45.2m will mean a refocus of how we provide services, so we need to be aware of how this will impact citizens through a range of methods and our engagement programmes.	High
CRR-08	17/18	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.	GJ	High	High	High	High	<ul style="list-style-type: none"> Ongoing fee uplifts for independent sector providers are required to keep up with cost increases 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 Capacity/fragility issues flagged up at a regional level via RPB and associated strategic groups Given the likely financial settlements for Local Government it is unlikely that fee levels for 2024/25 will meet Provider needs or expectations. 	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	19.10.23 Q3	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	High	high	<ul style="list-style-type: none"> Recruitment Team in place for 6 months and now actively supporting the organisation Recruitment webpages updated and refreshed with further video content Specialist campaigns and resources designed to support specific recruitment Access to specialist social media recruitment solutions Improved benefits package established (includes 6 additional days leave) Successful recent interventions in Digital, Social Care, Catering Performance metrics around new entrants, internal moves and exits being collated for ongoing review Migration of HR system to the Cloud provides comprehensive workforce data and intelligence around vacancies and the establishment Workforce Development Toolkit now in use and being applied more broadly across the organisation following a successful pilot 	Yes - Should the Council experience a loss of staff from a particular service coupled with an inability to recruit, there is a potential risk to service deliver which could impact the community albeit this is considered low at this point	
CRR-11 2020/21	Q1 May 2020	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	High	High	<ul style="list-style-type: none"> 2 qualified and exoerenced fleet managers are now in place (via agency) Work is underway with Recruitment to seek to increase staffing numbers in workshop Residual staffing capacity concentrating on HGV Fleet Sub contractors being engaged for other work where the market is able to respond. Review is exploring arrangements for external maintenance through a strategic partner to provide additional contingency or other applicable model(s) Processes and procedures for vehicle safety and driver compliance are currently under review and are being revised accordingly Withdrawal form SFS contract now substantially complete and lease/purchase vehicles (and maintenance, where appropriate) will be procured via a WG Framework Council is currently over using short term or 'spot hires' to plug gaps in provision Restructure options report has been drafted as part of service review and is due to be considered by CMT in early April 2024 in conjunction with other key review recommendations 	Yes - Should the Council be unable to ensure sufficient HGV vehicle availability, there is a risk that some services will not be able to be provided to residents.	Medium
CRR-19 Linked to Waste & Recycle Review on Tracker Register	Q2 Sept 2022	Waste Strategy and Recycling Performance	The Council is required to comply with Welsh Government Statutory Recycling Targets or face the risks of significant fines.	MSW	High	High	High	High	<ul style="list-style-type: none"> Minister has agreed the routemap which sets out the principles and timescales for achieving enhanced recycling performance and interventions Joint Scrutiny and Cabinet considered an agreed routemap in Summer 2023 Cross party member steering group has considered draft Waste Strategy throughout October & November 2023 followed by CMT consideration in December 2023 Initial strategic project assessment shared and discussed with WG in October 2023 Joint Scrutiny and Cabinet agreed to consult on the draft strategy scheduled in January 2024. Public consultation commenced February 2024 for 12 weeks During this period the outline business case is being worked on and an update meeting is being scheduled with WG 	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-25	19.10.23 New for Q2	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 they 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	Medium	High	<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. Cabinet updates Quality of offer - review of service and standards. Increase in expectations of UK Government re. refugees from Afghanistan will further increase demand in this area. 	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.	Medium

CRR-13	Q1 21/22	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	Medium	High	<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 B&B • Look at opportunities to further increase the availability of properties in the private sector as an alternative means of accommodating homeless persons • Work cwith the police & 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	Medium
CRR-18	Q2 Sept 2022	Resettlement of Displaced People (combines former risks for Ukraine/Gaza and encompasses all resettlement schemes)	The Council is required to support individuals displaced by conflict and any significant increases in numbers has the potential to put pressure on wider Council resources as well as affecting the risk levels of other CMT Risks	CH/DS	High	High	High	Medium	<ul style="list-style-type: none"> • Council has invested in a temporary Resettlement Team to help manage the situation • Relevant partners meet as a monthly multi-disciplinary team to discuss cases, locations and pressure on services. • Dialogue is maintained with CRH regarding new asylum dispersal properties and engagement with local elected members in maintained by officers when these properies come on line. Attendance at regular meetings with Welsh Government, WLGA, DHLUC, Home Office and MOD • Specialist third sector provider supporting Afghan/Syrian cohorts • A new cohort of Afghans that had been housed in Pakistan are now reloacted to MOD properties • Another accomodation provider, Mears, are also actively searching homes in the private rented sector, however there are no arrivals through this route as yet 	Yes - pressure around housing, particularly availability of homes in the private rented sector, and possible education and social care needs.	High
CRR-06	16/17 Previous Ref. CMT 44	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	High	High	High	Medium	<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. • Council report was considered 4th July 2023. Council agreed to "pauise" progress with the LDP while regional work is completed on growth scenarios and the regional level Stretagic development plan (SDP). • Leader of Council has written to the minister regarding the WG view of LDP growth scenarios and has also invited her to a meeting to discuss the matter as well as viewing the mid valley strategic housing site • Consultants appointed to undertake regional (SDP) work over next few months and CCBC LDP work to recommence after this is completed. • Consultants appointed to undertake regional (SDP) work (for completion by end of April 2024) and CCBC LDP work to recommence after this is completed • Briefings have also been provided to CMT and Leader, Deputy Leader and Cabinet Member on candiate sites assessment. 	The LDP is the overarching document which governs land use planning decisions in the County Borough. It can therefore have a significant impact on future development which is of particular relevance to future generations for future housing provision, schools and leisure facilities. The LDP is also a key policy document in terms of the economic prosperity as it will ultimately determine land allocations for economic development purposes which impacts on the availability of employment opportunities for future generations.	High

CRR-04	01.07.15 Prev Ref. CMT 41	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	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 presented to Scrutiny 2nd May 2023 and Cabinet 14th June 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 have been reported to Scrutiny and Cabinet in December 2023 / January 2024 via the Annual progress report . 	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-07	Q2 2020	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	Medium	Medium	<ul style="list-style-type: none"> Education Strategy that focuses on Reignite, Recover, Reform Agenda now live Developing the information, intelligence and data to ensure the LEA 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-23	01.12.22	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	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 Rollout of the Workforce Development Toolkit 	Although this risk relates to organisational capacity, well-being of staff can indirectly affect productivity and sickness levels can affect capacity to deliver services	Low
CRR-20	Added May 2023	Potential Withdrawal of Bus Support Funding and Contraction of Local Bus 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.	MSW	High	High	High	Low	<ul style="list-style-type: none"> Meetings being held nationally and regionally (regional scrum) as 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 amendments to CCBC services are relatively minor overall but the funding is only in place until March 2024 Further meetings between LA's, WG and WLGA will continue. 	Yes - restricting connectivity of communities and limiting potential to travel for those without access to a car or rail travel	High
CRR-12 Q1 2020/21	Q2 2020	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	Medium	Low	<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 	The mitigating actions have helped recovery and the cost of living economic pressures are reflected in other risks	Low

CRR-22	01.12.22	COVID Inquiry (Capacity to service)	Inquiry has now commenced. CCBC has submitted evidence as required. No dedicated 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. WLGA hosting regular meetings to support LA's in conjunction with the LGA.	GJ	Medium	Medium	Medium	Low	<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 • Further modules announced via enquiry website • Some concern re absence of input from WLGA. 	No - this risk relates to organisational capacity following which organisational capacity and functionality will be reviewed.	N/A
CRR-24	Dec-22	Impact of Strike Action on Public Services	Industrial action being taken across multiple public services, largely in relation to levels of pay and working conditions, remains a possibility the result of which could be adverse impact on service delivery.	CH	Medium	Medium	Medium	Low	<ul style="list-style-type: none"> • NAHT have now concluded their Action Short of Strike but pressures remain in the system • Ongoing dialogue with TU's continues as we enter further period of pay negotiations 	Potential unrest could affect ability to provide services in the short term	Low