

Caerphilly CBC Corporate Risk Register					Previous Risk Level		Apr-Jun	Jul-Sept	Mitigating Actions	Target Risk (where we aim to get to with actions and controls in place)	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	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/2025				
CRR-17	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. Potential risk in relation to affordability of heating given the Central Government decision around Pension Credit and loss of the Winter Fuel Payment.	DS	High	High	High	high	<ul style="list-style-type: none"> • CoL operational group meeting on a monthly basis to facilitate partnership working and continued promotion of what is available. • Cost of Living team within Housing Rents provide additional services for residents for income maximisation, welfare benefits support and energy advice and administer Cost of Living Hardship Fund, launched April 2023. • Fund allows for grant of up to £700 for designated needs linked to hardship and referrals are made via professionals providing support. • Welcoming Spaces funding continues until March 2025, to support network of welcoming spaces comprising 65 welcoming spaces in total (inc all CCBC libraries). • Warm Packs purchased and distributed to vulnerable residents (via frontline support staff, partners and via Welcoming Spaces and community groups). • Funding allocated to Citizen's Advice to increase resource of 1 additional Debt Adviser and 1 additional Welfare Benefits Adviser (recruited as part of the Let's Talk Money Project), to reduce pressures and waiting lists. Additional staff came into post during Q3 of 2023/24 and are currently funded until end March 2025. • Energy Crisis Grant scheme launched in April 2023 to provide grants for installation of energy efficiency measures (including upgrades to boilers, windows, loft insulation etc) for households. • Additional financial support given to Cornerstone and POBL (via Supporting People) to enable purchase of food for those who are homeless, including rough sleepers or those in temporary accommodation. Additional money allocated within 2022/23 to support Debt Rehabilitation Orders (DROs). Additional small-scale measures including mobile phones, hygiene packs available for those in need. 	Maintain at High	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.	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"> • 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. 	Low	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. However, hours of care waiting to be allocated have reduced over the year and for many individuals, the wait is simply a matter of days.	GJ	High	High	High	Medium	<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 	Medium	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-11	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	Medium	Medium	<ul style="list-style-type: none"> • 2 qualified and experienced 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 <ul style="list-style-type: none"> • Good progress now being made on recruitment to service. • CMT have agreed training for senior managers on fleet management responsibilities • Monthly updates on this risk have been provided to informal cabinet (PDM) but given the positive progress, the risk level has changed to amber and monthly PDM updates are now no longer required. 	Low	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 route map which sets out the principles and timescales for achieving enhanced recycling performance and interventions Joint Scrutiny and Cabinet considered an agreed route map in Summer 2023 Draft Strategy agreed by Joint Scrutiny and Cabinet and public consultation completed between February and April 2024 Outline Business Case agreed by WG and email form WG confirming capital funding (at intervention rate of 60%) received on 06/09/2024 Cabinet report to agree final strategy and funding profile etc scheduled for 18th September 2024 followed by Full Council on 1st October 2024 	Medium	<p>Yes -</p> <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 Q3	Housing Supply/Increased Homelessness	The authority currently has around 5,500 people on its Housing waiting lists and significant challenges in ensuring that people are in the right accommodation for their individual needs. The influx of Ukrainian refugees, the Afghan resettlement programme and local homelessness challenges are increasing the need an appropriate supply of housing. Limitation in needs analysis linked to subsidy, impacting on viability and deliverability of sites across the county borough. 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 their individual needs. 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 could result in poor outcomes for households and a potential of repeat homelessness. As National Covid policy comes to an end, there could be a significant rise of evictions and presentations.	DS	Medium	High	High	Medium	<ul style="list-style-type: none"> Caerphilly Keys service now in place. Common Allocation Policy Review end of year Leasing scheme Wales imminent adoption On site delivering Ty Darren and autumn start at Oakdale Secondary School. Delegated approval Development and Governance Board established. Published Development and Governance Strategy – 1,000 homes in 10 years Acquisitions and Disposal Policy development Quality of customer service to improve with review of process procedure and standards Rapid Rehousing Strategy published Working more proactively with like minded private landlords to increase the availability of properties in the private sector Empty property strategy published linked to finding more rental properties Imminent adoption of Leasing Scheme Wales Use of support providers and specialists to assist those that are homeless and to sustain tenancies to avoid homelessness occurring Review the availability of temporary accommodation to reduce/avoid use of B&B Work with the police & probation service to plan accommodation for prison leavers 	Medium	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-16	19.10.21 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	Medium	Medium	<ul style="list-style-type: none"> Performance metrics around new entrants, internal moves and exits is being collated for ongoing review Headcount and number of FTEs employees is now greater than pre Pandemic levels Migration of HR system to the Cloud provides comprehensive workforce data and intelligence around vacancies and the establishment CMT have introduced some Vacancy Management protocols and are actively managing headcount Workforce Report being considered by Corporate and Regeneration Scrutiny Committee 23/09/24 	Reduce to Low	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	Low
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 increase in numbers has the potential to put pressure on wider Council resources as well as affecting the risk levels of other CMT Risks. The Ukraine cohort is now relatively stable with assistance required to sustain hosting arrangements and access housing in the PRS. Other UKRS cohorts arrive depending on available housing and so the arrival into the area is more controlled. The MOD are actively seeking properties for Afghan arrivals- the numbers of which are unknown. The Home Office are actively seeking asylum dispersal properties- again numbers unknown. The biggest impact is likely to be felt in less homes available in the private rented sector and a consequential impact on the ability to assist families into tenancies.	ED	High	Medium	Medium	Medium	<ul style="list-style-type: none"> Council has invested in a temporary Resettlement Team to help manage the situation - new Officer to be requested to CMT to assist with asylum caseload (externally funded) Relevant partners meet as a monthly multi-disciplinary team to discuss cases, locations and pressure on services - working to strengthen dialogue with the Home Office contractor (CRH) as this has weakened over recent months. Dialogue is maintained with CRH regarding new asylum dispersal properties and engagement with local elected members is maintained by officers when these properties come online. Attendance at regular meetings with Welsh Government, WLGA, DHLUC, Home Office and MOD Specialist third sector provider supporting Afghan/Syrian/UKRS cohorts A new cohort of Afghans that had been housed in Pakistan are now relocated to MOD properties - potential arrivals Another accommodation provider, Mears, are also actively searching homes in the private rented sector, however there are no arrivals through this route as yet. 	Medium	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	Medium	Medium	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). Correspondence from WG in 2023 required further regional work to be undertaken (including the CCR) on growth assumptions. Consequently the draft LDP was not deliverable in accordance with the existing delivery agreement timeline. Council report was considered 4th July 2023. Council agreed to "pause" progress with the LDP while regional work is completed on growth scenarios and the regional level Strategic development plan (SDP). Briefings have been provided to CMT and Leader, Deputy Leader and Cabinet Member on candidate sites assessment. Consultants appointed to undertake regional (SDP) work which has now been completed and CCBC LDP work to now recommence. Regional growth work has justified the fact that CCBC's original growth scenario was correct. Report agreed by Full Council on 24th July 2024 to "re-commence" LDP process and progress a new delivery agreement with WG. Next report scheduled for Council on 1st October 2024. 	Low	The LDP is the overarching document which governs land use planning decisions and can 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 team created. 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 by the Annual progress report . <p>Work now underway on integrating Decarbonisation metrics into Directorate Performance Assessments.</p>	Medium	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	Learner Achievement	The Council needs to continue its Recovery work post pandemic to ensure the impact of covid on learner achievement is mitigated. The focus at present is on improving attendance, reducing exclusions, supporting schools to meet the needs of the most vulnerable learners, deliver the Welsh in Education Strategic Plan (WESP), providing innovative practices to support schools to manage their finances and further strengthening early identification and support for schools in need.	ED	Medium	Medium	Medium	Medium	<ul style="list-style-type: none"> Education Strategy, Pursuing Excellence Together in place and being implemented Need to develop 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 Increase the support for pupils at risk of becoming NEET (Not in Education, Employment or Training) 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 LEA Estyn Inspection complete and report published 02/09 LEA also involved in WG Middle Tier Review (School Improvement Services) 	Reduce to Low	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	Following the challenges of the pandemic, staff have subsequently had to respond to the impacts of the Programme for Government, the war in Ukraine and, the Cost of Living crisis. The public expectation of Council staff and services continues to rise and the Council's resources continue to be stretched. There are high levels of staff sickness currently. Budget pressures are also adding further workload pressures and further reductions in staffing will impact resilience and wellbeing even further.	DS	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 	Reduce to Low	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-26	Apr-24	Connecting Care - Replacement of WCCIS	The all Wales social care and health data base WCCIS has to be replaced because the provider is withdrawing the product between January 2026 and April 2027. Although the system may remain operational in that period it will not be supported. The Gwent Local Authorities have agreed to procure the replacement system under a regional contract and the tender process has commenced. The region has agreed that the replacement of WCCIS should be recorded as a Corporate Risk for the following reasons: (i) There could be a loss of service which would severely impact on core business processes including recording and reporting. (ii) There is a predicted significant funding pressure which is being negotiated with WG but which needs to be underwritten by the Local Authorities.	GJ	Medium	Medium	High	High	<ul style="list-style-type: none"> ADSS and DHCW agreed a national approach to the procurement of the new IT system for Wales with the aim of establishing the framework for regions to then procure directly from The Gwent Directors have agreed to collaborate as a region and the existing regional WCCS Team hosted by ABUHB will transfer to Torfaen CBC to sit alongside the RPB Central Support Team. Procurement process has commenced. 	Reduce to Medium	No - this risk relates to business continuity which has potential to impact on capacity and functionality.	N/A
CRR-20	May-23	Potential Withdrawal of Bus Support Funding and Contraction of Local Bus Services	The bus industry has struggled since Covid with patronage, availability of drivers and rising costs. Consequently the local bus industry remains dependent on central government grants that result in subsidised services. Withdrawal of this funding would be likely to cause a significant contraction in local bus services.	MSW	High	Low	Low	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 now in place until March 2025 Further meetings between LA's, WG and WLGA to discuss funding will continue as preferred WG model for future bus franchising will not be delivered until 2029. 	Low	Yes - restricting connectivity of communities and limiting potential to travel for those without access to a car or rail travel	High
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.	DS	Medium	Low	Low	Medium	<ul style="list-style-type: none"> Unite and UNISON have recently rejected the pay offer from the employers while GMB have accepted There is now an increased the likelihood of strike action being taken by the Council's workforce and services to residents being impacted 	Reduce to Low	Potential unrest could affect ability to provide services in the short term	Low