

CMT - Risk Register



Qtr 2	2021/22
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Ref	Topic (& Service)	Risk, opportunities and Impact	Mitigation Actions (What actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	2020-21 Q4	2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CRR 01 - All Directorates	Exit from the EU (Brexit)	The decision to leave the EU and the subsequent exit deal created considerable uncertainty for Caerphilly CBC and our communities. Key risks included the potential for workforce supply shortages in some areas, the possibility of some disruption to the supply of goods and services and the potential for price increases.	An internal Brexit Working Group was established consisting of key staff across all Directorates and nominated Elected Members to monitor the impacts of Brexit and to take mitigating actions where possible. The Council also set aside £1m to meet any short-term financial impacts arising from Brexit. £314k of this funding has been committed to fund a small number of fixed-term posts to monitor the ongoing impact of Brexit in Environmental Health, Information Governance, Procurement and the Business Enterprise & Renewal Team (BERT).	The ongoing impacts of Brexit are as anticipated. Some difficulties are being experienced with recruitment, there has been a significant upward trend in inflation with the Consumer Prices Index (CPI) inflation rate in the 12 months to November 2021 being 5.1%, and supply chain impacts are being experienced in a number of areas including construction. These impacts are now being monitored with appropriate actions being taken as "business as usual" e.g. inflationary pressures are now reflected in the updated MTFP and a separate corporate risk (CRR 15) has been established in respect of the impact on the construction industry. It is therefore recommended that the specific Brexit risk should now be removed from the Corporate Risk Register.	Medium	Medium	Medium			Potential impacts are not fully understood but they are likely to be felt over the short, medium and longer-term. Unable to assess 'Risk Level' currently due to the level of uncertainty	Unknown
CRR 02 - All Directorates	Medium-Term Financial Plan (MTFP)	Failure to identify sufficient savings to support the Medium-Term Financial Plan (MTFP).	The Authority has a strong track record of delivering balanced budgets and the Transformation Programme (including the ten Corporate Reviews), will be key elements in ensuring financial sustainability moving forward. Work is underway through the Sustainable Financial Planning Corporate Review to align the MTFP with the financial efficiencies and savings that are anticipated through the Transformation Programme.	Details of the WG 2022/23 Provisional Local Government Financial Settlement were announced on the 21st December 2021 and included an uplift of 8.5% in core funding for Caerphilly CBC. Indicative uplifts on an all-Wales basis of 3.5% and 2.4% were also included in the Provisional Settlement for 2023/24 and 2024/25 respectively. Details of the 2022/23 Draft Budget Proposals are being presented to Cabinet on the 19th January 2022, following which there will be a period of consultation prior to final budget proposals being presented to Cabinet on the 23rd February 2022 and then Council on the 24th February 2022. The MTFP has been updated based on the indicative Settlement figures provided by WG and this shows a potential savings requirement of £9.753m for the two-year period 2023/24 to 2024/25. Detailed work will be undertaken in the coming months to further refine the MTFP. A further report will be presented to Cabinet in early autumn providing a further update on the MTFP alongside detailed proposals in terms of addressing the savings requirement moving forward.	Medium	Medium	Medium			Yes, we need to explain how it affects the Well being of Future Generations in our Communities	Medium
CRR 03 - All Directorates	GDPR Information Governance	<ul style="list-style-type: none"> Failure to locate reliable information quickly impacts on service delivery, plus we are missing an opportunity to use the Council's information assets more widely to benefit other Council services. GDPR introduces fines of up to 20million Euros for failing to evidence compliance, including Privacy Impact Assessments at early stage, and for data breaches. Failure to comply with information requests (e.g. FOI) could lead to action by the Information Commissioner's Office - compliance expectation increased to 90% These risks could result in adverse press, loss of trust by the public, and criticism from the Council's auditors. 	<p>IGPT activity reported to Corp Gov Panel, including:</p> <ul style="list-style-type: none"> Report on options for GDPR DPO role Review Information Asset Registers to include info required by GDPR, e.g. legal basis for processing Continue SIRO review of Information Risk Returns Update and re-launch DPA training, inc Members Update info sharing register to identify contract improvements Enforce use of privacy notices and Privacy Impact Assessments Implement records management programme, including better identification/creation of records and backlogs addressed (e.g. email, networks) and ensure records with historic value are protected Review publication scheme and charges for info requests Continue suspension of surveillance activity 	Reducing risk via: modular eLearning launched but poor member uptake to date; awareness raising via intranet stories, CMT updates (inc Corporate Risk Register), IG Stewards and Go Digital; DPIAs/contracts increasingly used; Internal Audit checklist; data breach methodology; Covid19 Risk Log maintained, covering cyber security and IG; communication to all users from Chief Executive issued Dec 2020, cyber security strategy and Information governance strategy under development. Refreshed eLearning, new modules and new Knowledge Tests planned for launch April 22. Member IG / Cyber Security training planned as part of member induction planned for June 22 to mitigate poor member uptake of eLearning. Senior Officer Cyber Security training and awareness underway, inc. presentation to Management Network on cyber attacks (10/09/21), SIRO / Leadership Team training on information risk (11/10/21) and cyber attack exercise and debriefing (15/11/21 & 22/11/21).	Medium	Medium	Medium			Yes - protection of privacy (Article 8 HRA), Duty to Document and protection of historic records to evidence public sector activities	Medium
CRR 04 - All Directorates	Climate Change	<p>Not being prepared for the impacts associated with climate change. For Caerphilly this will manifest as a more volatile weather pattern:</p> <ol style="list-style-type: none"> More severe storms resulting in damage to trees and buildings. Increase in winter rainfall resulting in flooding, affecting people, property and infrastructure, including availability of outdoor sport pitches. Extreme Weather Conditions: Difficulty in modifying temperatures in some of our buildings (incl. Housing) could lead to increased financial burden, uncomfortable environment conditions (dangerous temperatures) affecting people's health, wellbeing and delivery/receipt of effective services. Changes in species including a decline in native species, changes in migration patterns and increases in alien and invasive species, including pests and disease. Reduction in summer rainfall resulting in reduced river flows and water availability. Increase in levels of extreme weather such as snow/ice which could potentially impact on not only the travelling public but the elderly/frail and those in fuel poverty. Grass fires. Vehicles being used by the authority are outdated and therefore consuming more fuel and producing higher levels of emissions. Extremities in foliage growth, and the reduction in both street/highways cleansing, and weed control, will have a direct impact on future maintenance and environmental damage controls, potentially leading to systematic failures and increased costs to the authority for response repairs (e.g. Footpaths; Highways; Gullies; Drainage; Cycle-ways) as well as public liabilities. 	<p>A Local Climate Impact Profile (LCLIP) has been prepared and links to other plans including Highways Winter Maintenance Plans, Business Continuity Plans & Emergency Plans etc.</p> <p>Mitigation work being undertaken includes:</p> <ol style="list-style-type: none"> A Tree Management Strategy and implementation of resources to manage tree stock. Assessing the condition of trees. Assessing the vulnerability of drainage infrastructure in excessive rainfall. Installing flood risk measures at priority vulnerable locations. Considering climate change in the Asset Management Programme. Street lighting has been switched to LED combined with a party night lighting approach. A roll-out of electric vehicles within the CCBC fleet where practical and where charging infrastructure allows. 	<p>Dir for Econ/Env - Nov 21 (same as Year-end 20/21) Statement:</p> <ol style="list-style-type: none"> Resources are in place for surveying our tree stock and tree works being undertaken in accordance with survey recommendations. Local Flood Risk Management Strategy (Engineering) in place. Sustainable Drainage Approval Body (SAB) implemented from 7 Jan 2019 to improve control and approval for drainage infrastructure on new developments. Climate emergency declared by full council and decarbonisation strategy and action plan combined with an energy prospectus have been adopted by the Council with a number of actions/ projects being progressed. Electric vehicle charging infrastructure being rolled out in public car parks and council strategic sites and switch to ELV council fleet has commenced with the delivery of a number of smaller electric vans. Street lighting: switch to LED combined with night switch off now fully implemented to achieve carbon reduction and avoid significant additional energy costs. 	Medium	Medium	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 05 - Dir for Economy & Environment	Community & Leisure: Greenspace and Landscape Services	<p>Ash die back (Chalara Fraxinea) is the most significant disease to affect the UK tree population since Dutch Elm disease in the 1960's. The disease will result in the decline and death of the majority of ash trees in Britain. Unfortunately, many ash trees predominant line our roadside verges, so the disease will affect high risk locations.</p> <p>In our borough, ~ 37,400 + ash trees could be affected by this, requiring substantial resource, logistics and environmental considerations/implications, such as:</p> <ol style="list-style-type: none"> Thorough surveys (to identify needs/requirements) The formulation of a Removal Strategy Budgeting and Finance Considerable clean-up and disposals Wider environmental impact (contaminations/biodiversity/eco systems) Wider impacts on road sweeping and weed treatment. <p>All of which, will ultimately lead to damage to the environment and its infrastructure and have an effect on the 'look and feel' of the county borough.</p>	<p>Initial action to include:</p> <ol style="list-style-type: none"> Development of a Removal Strategy Discussions at WLGA and representations to Welsh Government (WG) in relation to funding. 	<p>This will require a substantial cost implication due to the logistics and labour intensive nature of addressing such matters.</p> <p>Work is still progressing nationally for a funding model to be adopted by WG. Some Green Infrastructure funding was received in 2020-21 to allow for some felling.</p> <p>We continue to fell any trees noted with significant ash die back whether this is identified during routine inspections, service requests or during ad-hoc site visits.</p> <p>Green Recovery Funding was received in 2021 from WLGA, £111k was allocated to deal with ash die back across the county borough. In July 2021, Cabinet approved funding (£750k over the next three financial years) to manage ash die back across the county borough and ash removal is progressing based on identification of risk by the Council tree specialists.</p>	High	High	Medium				Medium

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CRR 06 - Dir for Economy & Environment	Regeneration & Planning: Local Development Plan	The Adopted LDP was due to expire on 31st December 2021, however further to the Ministerial letter received by the Leader in September 2020 this is no longer the position. The Replacement Local Development Plan was well advanced, however, the Council withdrew that plan in July 2016 following local opposition to a number of development sites contained within the document. The Council has resolved to progress the preparation of a Strategic Development Plan and a new LDP in parallel. Work on the new plan has commenced, the delivery agreement has been approved by WG, the various working groups are progressing and regular member seminars are being held.	The Adopted Local Development Plan (LDP) remains in force until it is superseded by the 2nd Replacement LDP. On 29th January 2018 the Cardiff Capital Region Cabinet agreed that work should commence on a Strategic Development Plan (SDP) for the area. A formal report was considered by the Cabinet on the 10th June 2019 which determined the timeline for reporting this matter to all ten Councils. Caerphilly Council considered this matter in October 2019 and resolved to commence work on the SDP and a new LDP as soon as practicable. Future Wales The National Plan 2040 was published by WG in February 2021 this requires the adoption of a Strategic Development Plan by the new SE Wales Corporate Joint Committee when it is formed for the SE Region i.e. the Cardiff Capital Region. The work on the 2nd Replacement LDP for Caerphilly CB has commenced and is well underway, it is anticipated that the new Local development plan will be adopted by the end of 2024.	Chief Planning Officers and Planning Policy lead officers were meeting regularly as a Project Group to progress various work streams necessary to establish the SDP project in advance of the formal commencement of plan preparation, however the newly created CJC will become the Strategic Planning Body. The formation of the permanent CJC has been delayed while an interim CJC is put in place - consequently formalising the SDP element of the CJC role is also slightly delayed. In the medium to long term a 2nd Replacement LDP will increase the land supply position. A number of significant applications have been submitted and approved by Welsh Government on appeal. Funding identified and approved for the SDP and the new LDP and good progress being made in terms of the process for writing, publishing and adopting and new LDP - the delivery agreement has been approved by WG, the various working groups are progressing and regular member seminars are being held.	High	High	Medium			Yes, the lack of an LDP threatens the timely delivery of land for development, particularly housing, making it more difficult to achieve the goal of prosperity.	Medium
CRR 07 - Education & Lifelong Learning Directorate	School Attainment	1. There continues to be a gap between the attendance and attainment of Free School Meals pupils and Non-Free School Meals pupils which is being addressed. 2. High rates of exclusion will impact on pupil attainment. 3. The impact of covid on learner outcomes remains unknown and requires further evidence and appropriate intervention. 4. The inconsistent nature of assessment at KS4 since 2019 together with staff and pupil attendance will impact on pupils and their outcomes.	1. Utilisation of grant funding to identify gaps in pupils' learning and implement appropriate interventions/strategies. 2. Utilisation of the educational welfare, inclusion and Youth services to support pupils with issues relating to wellbeing. 3. The Edtech programme has been repurposed to provide digital resources to disadvantaged learners. 4. The LA monitors schools' engagement with professional learning activities. Monthly Partnership meetings with EAS are used to update on professional learning. 5. The development of a revised Education Strategy that aims to address the impact of the Covid-19 pandemic.	Current development of a revised education strategy will endeavour to address concerns around the impact of Covid-19 on standards, progress and provision. The current Service Improvement Plan 2021-22 identifies the actions of all service areas to mitigate against the Covid-19 pandemic. Schools continue to engage well with the Local Authority and EAS.	High	High	High			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 high risk. This is a long term risk	High
CRR 08 - Social Services & Housing Directorate	Fragility of the Social Care market. The independent sector social care market across Wales is in an unprecedented position in terms of its fragility and this is starting to be felt in Caerphilly.	<ul style="list-style-type: none"> Providers unable to sustain existing packages of care. National Minimum Wage and National Living Wage creating additional financial strain which providers are expecting LA's to resolve. Little additional capacity to take on new packages of care. Ongoing Judicial Review across Wales re responsibility for Funded Nursing Care Payments. Potential financial impact on the Directorate and Authority. Introduction of RISCA from 01.04.18 could have significant implications for recruitment and retention of staff. 	Fee levels for 2017/18 agreed at 3.1%. This was funded via a mix of core funding and CCBC's element of the Social Care Workforce grant paid by Welsh Government. A further element of workforce funding has recently been released by WG. Discussions are ongoing with commissioned providers to determine how these monies should be allocated. Fee levels for 18/19 agreed at 2%	No change in risk level. Further concerns with regard to stability. Coronavirus Pandemic has had major consequences for care homes across the UK. Positive cases have meant that new admissions to care homes have not been possible for a significant period of time with the knock on consequence in relation to the financial viability of homes. Welsh Government funding has eased the position for 20/21 but the ongoing support is unclear for 21/22. Additional payments have been made to care providers with effect from 23rd March 2020 to compensate them for additional costs and lost income resulting from the Covid 19 pandemic. These additional payments will be funded through the Welsh Government's Hardship Fund for Adult Social Care.	High	High	High			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. Whilst this may be a medium risk operationally from a FGA perspective this would be high as it directly affects those most in need. Risk Level deemed 'High' over the 'Medium Term'.	High
CRR 10 - Social Services & Housing Directorate	Welsh Housing Quality Standard (WHQS) programme	Everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be maintained and improved to the Welsh Housing Quality Standard (WHQS). Meeting the revised completion deadline, due to Covid, of 31st December 2021 is critical for both Caerphilly and our relationship with WG.	The WHQS programme has its own specific risk register which is reviewed and updated by the Project Board quarterly. The highest risks are: Failure to achieve programme objectives - the probability level has greatly reduced as we near the December 31st deadline with the internal works programme almost complete apart from acceptable fails (timing of remedy, tenant choice & Covid) although the acceptable fails are constantly being updated & validated as each element is completed as part of a relet etc. This is ongoing and will reduce the Acceptable Fails to the lowest numbers as possible. The focus had been the outstanding external contracts. The WHQS elements within these contracts were prioritised and although not all the contracts are complete the WHQS elements are. The outstanding work within these contracts will be pre paint repairs and maintenance. The in-house workforce completed the additional internal works. This including the transfer of contracts from the Dynamic Purchasing System (DPS) of approximately 150 properties that ensured continuity for our in house workforce which delivered better performance and higher tenant satisfaction levels. Some external works were also transferred to the In house workforce following the liquidation of the Contractor (Creobuild) as it was felt that retendering would have risked achieving the December 31st deadline.	The internal programme of works was completed in Q3 and the remaining external works required to be completed in order to meet the 31st December deadline were completed in December. We have therefore now met the WHQS on all stock, with the exception of acceptable fails. We are currently in the process of completing the reporting to send to WG as part of our formal confirmation. As we go forward to PAMS and WHQS2 there remain concerns in relation to material supply and costs, this situation will continue to be closely monitored and has been raised with WG who advise that other authorities have encountered similar problems. This dialogue will continue as we proceed with PAMS and understand the requirements of WHQS2. Refurbishment and remodelling work to the sheltered housing schemes continues to be undertaken by the in-house workforce. The programme is progressing, however due to work content, asbestos issues and the ongoing risk of Covid restrictions, a number of schemes require full decants which will delay completion, but discussions with WG have confirmed that these can be categorised as acceptable fails. The Housing Revenue Account business plan submitted to WG in March 2021 shows the HRA remains viable with the possibility of additional borrowing to undertake new build. HRA surpluses are generally utilised towards funding the WHQS Programme and then earmarked for potential new build options and decarbonisation works once the programme has been achieved.	Medium	Medium	Medium			Yes - however now that we have completed the WHQS the risk of any detrimental well being impact has significantly reduced. This is in the context that maintenance and repairs are ongoing and should be met against their own key performance indicators.	Medium

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NEW 2020 CRR 11 - Communities	Fleet	<p>1. Non-compliance of our Heavy Goods Vehicle fleet which poses a significant road safety risk, reputational damage and puts our Operator's Licence at risk.</p> <p>2. A road accident caused by a defective vehicle operated by the authority.</p> <p>3. Failure to support front line services such as refuse collection, social services and winter road maintenance because we are unable to keep vehicles in service.</p> <p>4. Significant recharge costs from our managed service provider should a vehicle fail due to a lack of or poor standards of maintenance.</p> <p>5. Insufficient staffing levels to deliver the service due to recruitment and retention issues.</p> <p>6.. Stability of staff, adequate resourcing, use of technology, better control of our office and workshop environments, securing quality management of business processes, supplies and client outputs.</p> <p>7. Contract management with SFS, to maximise the value of the managed fleet contract to the Council.</p> <p>8. Constant fleet vehicle reviews and use across the Council, with a view to reducing costs, fuel use, materials consumption, carbon emissions, environmental impacts, complaints and improving client satisfaction and Council reputation.</p>	<p>1. Work is ongoing to improve all areas of compliance with the requirements of the Operators Licence.</p> <p>2. Use of the fleet management system to its fullest extent will ensure vehicle road tax, MOT and insurances are renewed in a timely manner.</p> <p>3. Service area supervisors have undertaken Operator Licence understanding training and driver referral systems have been implemented to address areas where non compliance are identified which trigger retraining.</p> <p>4. No comment at present.</p> <p>5. Work with People Services to address recruitment and retention difficulties.</p> <p>6. The fleet management office has suffered a staff turnover which has impacted upon the service levels, similarly, despite advertisement we have been unsuccessful in obtaining a vehicle technician. Team meetings now take place where fleet staff are encouraged to become involved in improvement measures and ideas.</p> <p>7. Meetings with the managed service provider have been held where the added value of the contract has been discussed and areas remaining outstanding such as community benefits are being addressed.</p> <p>8. A detailed review of user fleets is underway including detailed work on ultra low emissions vehicles.</p>	<p>A Fleet Service Review has been undertaken with a number of improvements identified and in progress including significant investment in new diagnostic and testing equipment. An Action Plan was presented to the Team Caerphilly Transformation Board on 8th July 2021.</p> <p>A further Report has been drafted for Corporate Management Team to further inform and provide evidential intelligence for Senior Executives to a) better understand existing service needs b) identify existing service shortfalls c) consider options for mitigating the risks identified. Work is in progress with People Services to develop proposals to address recruitment and retention difficulties and market supplements are now in place to assist with the recruitment of HGV fitters. An update o the fleet review is scheduled for consideration by the team caerphilly board in March 2022.</p> <p>A Fleet Review Officer post (in the Policy Team) has also been filled and the postholder has undertaken a detailed review of vehicle utilisation as part of our switch to electric and ultra low emission vehicles. A report on progress with the vehicle utilisation review and ULEV is due to be considered by CMT in January 2022.</p>	Medium	High	High			Yes - Prosperity: Resilience: Healthier: Cohesive Communities: Globally Responsible	High
CRR 12 - Covid 19 New Q1 20/21	Covid 19 Recovery Plan Whole Authority	Covid 19 Pandemic resulting in public health emergency, lockdown, suspension of services, workarounds to safely find new ways to deliver services.	A separate Risk Register specific to the Covid 19 situation has been established and is being regularly monitored and updated by the Corporate Management Team.	<p>As there is a specific register and group to respond to the ongoing situation and its recovery - it would be repetition to repeat here, but is acknowledged here as part of the high level Council risk register.</p> <p>Throughout 20/21: - Corporate Management Team (CMT) and key senior officers will be meeting on a daily basis from Mon 16th March 2020. - Internal Coronavirus Group meeting twice weekly cycles and due to meet daily. - Management Network briefing to discuss Human Resource (HR) response. - Managers checking Business Continuity Plans. - Human Resources (HR) reacting to Central Government & Public Health Wales advice as it is issued - Staff returning from areas recognised by the Government, or affected by the coronavirus, including close contacts are self-isolating as medical suspension. - Chief Executive and Leader are in regular dialogue with ABUHB, Public Health Wales, Welsh Government (WG) and Welsh Local Government Association (WLGGA). - HR advice issued to officers/offices/staff to: Catch It - Bin It - Kill It. - Intranet and public advice regularly updated. Public health advice on Novel Coronavirus (COVID-19) is also available via the all-Wales Health Protection service on 0300 003 0032 during working hours (and with access via this number to out of hours services) Guidance for self-isolation can be found on the following weblink: https://phw.nhs.wales/topics/latest-information-on-novel-coronavirus-covid-19/self-isolation-advice/</p>	Medium	Medium	Medium				Medium
CRR 13 - New Q1 20/21 Homelessness	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 comes to the end, evictions could rise significantly.	<p>Support providers and specialists are used to provide support to assist those that are homeless and to sustain tenancies to avoid homelessness occurring. Homelessness strategy has been developed in collaboration with neighbouring authorities. The availability of temporary accommodation to be reviewed 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 to the service forward so that this can be considered in longer term future planning</p> <p>Presentations and pressures on the service and emergency accommodation provision continue and we continue to seek alternative forms of emergency accommodation other than bed and breakfast accommodation. The demand is likely to increase as we move toward the inclement weather months and the directive from WG has not changed with everybody being accommodated. In addition the decision to not allow Night Shelters to open will place additional pressures on current provision. Support services continue to provide targeted support to those in emergency accommodation but there have been increases in breaches of occupancy and residents behaviour which are placing additional pressures on support workers and staff within the units. In order to move people on the Housing solutions team continue to work with both private sector and RSL landlords to maximise move on.</p>	<p>The Covid pandemic has resulted in increased pressures on this service, however this will be an ongoing process due to lockdown arrangements, policy and legislative changes. Cornerstone, The Wallich and Gofal are main support providers, but additional support provided by in-house Occupational Therapy, and mental health provision. Regional Homelessness Strategy has been completed and agreed actions being progressed. Use of Bed & Breakfast has seen an increase this year, therefore additional temporary accommodation is actively being sourced, with some success. Good success has been achieved in the private sector, with approximately 85 properties and 44 landlords currently being used to assist with homelessness via the Caerphilly Keys initiative. The prison leavers pathway has been implemented and is assisting in the forward planning of suitable accommodation for relevant persons. Out of county placements have been necessary to provide emergency accommodation following the closure of in county hotel and B&B businesses. Success achieved for additional funding from WG of approx £1m. A new Housing Solutions Manager has been appointed following the retirement of the previous postholder.</p> <p>We continue to work with landlords to provide emergency accommodation and an additional 10 bed HMO unit and 4 bed HMO unit have been brought online to assist with the demand in emergency accommodation provision and we continue to explore additional avenues with proprietors to increase the provision through the inclement weather months. In addition to this a full review is being undertaken to look at the longer term model of emergency accommodation for CCBC and this will be outlined in the Rapid Rehousing Strategy in 2022.</p> <p>Support services have been realigned to ensure consistency within each accommodation provision and in addition to this specialist substance misuse and mental health workers also support the residents within the accommodation units to assist in tackling some of the challenging behaviours that have been reported.</p> <p>A new website is due to be launched to promote Caerphilly Keys and to target a wider landlord audience with a view of additional landlords signing up to the scheme. The landlord Forum has also re started and Caerphilly Keys presented at the forum as an additional marketing tool to attract additional landlords. A specialist Common Housing Register for the Housing Solutions Team has been implemented to ensure applications to the register for Homeless Households are completed in a timely fashion and refreshed to maximise move on opportunity and in addition to this work is on going with partners to maximise move on for clients on the Housing First Scheme. Further one partner provides the Housing Solutions team with units of accommodation on new build sights for a star flat, complex needs case and Housing applicant.</p> <p>General Fund Housing is utilising its Homelessness Prevention funding in an attempt to reduce homelessness, evictions and Bed & breakfast accommodation as well as providing temporary accommodation as part of its statutory duty. During Covid-19, pressure was placed on this service to accommodate homeless persons and on average 70 people per month continue to be accommodated. This is funded by the WG Covid-19 hardship fund.</p>	Medium	Medium	Medium				Medium
CRR 14 - Microsoft operating support	Whole Authority	Unsupported operating systems increase risk of cyber threats, halting services both front line and back office. Maintain supported software to ensure latest security features in place.	Upgrade path identified and being implemented; working with suppliers to ensure compatibility of solutions	This is included within the processes for security standards and accreditations within the Authority. Further development of 5 year plan to be completed as part of ICT Strategy.	Medium	Medium	Medium			Cyber threats could affect key front line services	High



Ref	Topic (& Service)	Risk, opportunities and Impact	Mitigation Actions (What actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	2020-21 Q4	2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4	Does the risk affect the Well-being of our Communities?	Well-being Risk Level	
CRR-15 - Contractors	Changes to supply and demand chain means rising costs of building and infrastructure materials and contractor costs. Lack of available contractors.	The availability of contractors, material shortages and cost increases are having a significant impact on services ability to progress with key infrastructure or day to day building projects. Key areas affected are Education (school replacement works, boilers), infrastructure, property services and Housing. Within Private Sector Housing the current schedules of rates against which tenders are compared are now unrealistic in the current market, even following recent uplifts. Contractors are increasingly declining the opportunity to submit tenders. If they do submit, we are unable to proceed as their prices are far in excess of our rates. This is a particular concern in Housing as all of these products are targeted for our most vulnerable residents such as making disabled adaptations. There are several factors causing this impact, such as a buoyant UK construction sector as a result of public investment in their own properties (from money saved through the pandemic) as well as public sector infrastructure investment. International influence on scarcity (and hence price) of certain raw materials (steel and timber for example) is a factor. There are Import backlog issues, part linked to the Brexit ports issue but also the shipping industry backlog still hasn't recovered fully from the suez canal incident a few months ago. Construction material providers are still recovering from supply backlog when production ceased in lockdown but also many staff still furloughed so some suppliers still not back to "full fighting weight". One of the main issues is the significance of price increases of basic building materials such as steel, timber, cement and concrete which is having an adverse cost effect throughout all of the service areas outlined above	The problem of extended start dates from willing contractors cannot be overcome in the short term due to the heightened demand from the private sector but there may be potential opportunities to overcome the pricing restrictions of the schedules of rates and frameworks. There may be some opportunities to work with procurement to identify other reasons for a reduction in volume of contracts being tendered.	New		Medium	Medium			Yes this will have a direct impact on vulnerable people within housing, pupils in schools and communities and ensuring access around the borough for travel and work. As Education, Housing, Employment (travel) and transport projects are Well-being objectives this is key to the Corporate Plan success.	Medium	
CRR-16 NEW 2021/22	Recruitment & Retention of Staff Whole Authority	Appointment of staff to key positions is a significant challenge and is starting to affect delivery of certain services.	CMT/Cabinet currently considering areas where there is greatest pressures. Review how recruitment is undertaken and where. Review current job descriptions and person specifications to ensure they are up to date and relevant. Review of comparator post salaries across Welsh LAs and public services at the very least. Comparators may also be relevant from public services outside Wales and also private companies. Consider developing run through grades. Consider how apprentices / trainees / work placements can support future service delivery and succession planning. Consider collaborative working with other LAs / partners. Use of agency staff where possible. Potential use of market supplements. Potential use of contractors for project work	Recruitment drive for frontline services to take place February 2022. Advert for apprentices February 2022. HRD engaged and considering recruitment and retention issues across Wales. All Wales group established to consider recruitment and retention within Digital Services consisting of Heads of IT, HRD and WLGA. Pay comparator information obtained for some posts. Market supplements in place for some posts. Low hour contracts being reviewed within and across services to establish if higher hour contracts can be offered which may be more attractive. Run through grades offering career progression being explored in some services. HR and Employability Teams working together to support recruitment opportunities, including Kickstart. Work ongoing with Careers Wales to develop a video to promote CCBC as an employer in schools. New landing page for CCBC being developed to support more engaging recruitment and application process being reviewed as part of tender for new HR / Payroll system.		High	High				High	
15	15				13	15	15	0	0		11	15

2020-21 Q4	2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4	Count Number and Category of Risks	Well-being Risk Level
0	0	0	0	0	Low	0
9	9	11	0	0	Medium	9
4	6	4	0	0	High	5
0	0	0	0	0	New (Not Categorised)	0
0	0	0	0	0	Unknown	1
0	0	0	0	0	To Be Updated	0
13	15	15	0	0	TOTAL	15

