

Strategic Risk Register Reference	ALIGNMENT WITH CORPORATE PLAN	RESPONSIBLE OFFICER	RISK DESCRIPTION	CONTROLS & ACTIONS	Risk Rating QTR 1 2021/22			QTR 1 UPDATE 2021/22
					I	L	RATING	
1	LIVING WITHIN OUR MEANS	Barrie Davies	If the Council does not ensure that the investment and financial planning decisions are aimed at long term stability and sustainability (taking account of the impact of the Covid-19 pandemic), then it will be unable to deliver effective services to residents and businesses within the County Borough.	<p>CONTROLS</p> <ul style="list-style-type: none"> Decision making arrangements need to demonstrate links with the Council's Corporate Plan priorities (that are themselves aligned to the Well-being of Future Generations Act); Investment and financial planning decisions are subject to Cabinet approval and where appropriate pre-scrutiny; and A requirement for the Council to forecast its revenue budget over the medium term and set a rolling three year Capital Programme. <p>ACTIONS</p> <ul style="list-style-type: none"> Budget holders and Finance / Performance officers working together to ensure: <ul style="list-style-type: none"> Robust and deliverable annual revenue budgets and 3 year capital programme are set taking into account Corporate Plan priorities. An on-going programme of work to identify and assess budget saving options, and effective and timely implementation arrangements for those that are agreed In year operational performance results are in line with targets and the agreed capital / revenue resources and additional investment funding approved. The Council's year-end Statement of Accounts (SoA) receive an unqualified opinion (i.e. clean bill of health) and General Balances are at (or planned to be at) an appropriate level as determined by the Responsible Finance Office i.e. a minimum of £10M. The public reporting of financial and operational performance information during the year to enable results to be scrutinised and designated elected members and officers held to account; and Applying a medium term financial planning approach to service planning to enable the Council to effectively plan future service delivery taking into account a range of possible funding level scenarios. 	5	4	20	<p>ORIGINAL RISK RATING 5x4=20</p> <p>During quarter 1:</p> <ul style="list-style-type: none"> The necessary work was undertaken to prepare the Council and Pension Fund draft Statement of Accounts for 2020/21, ensuring that Audit Wales were kept informed of the Council's progress and plans. The draft Statements of Account were certified by the Director of Finance and Digital Services (Section 151 Officer) on 2nd July 2021, in line with planned timescales and also within Welsh Government's expectation for completion of the certification process as a result of the on-going impact of Covid-19 (i.e. by 31st August). The application of robust budget monitoring arrangements, supported by Service and Finance Officers working closely together, to: compile the first full year revenue budget projection for the 2021/22 financial year (a £0.415M overspend, projected at 30th June 2021, against a total budget of £528.3M); identify and claim via the Welsh Government Covid-19 Hardship Fund for all additional costs / income losses incurred by the Council as a direct result of the Covid-19 pandemic (£8.6M during quarter 1); and commencing the early identification of efficiency savings for the 2022/23 financial year. Significant work undertaken to refresh the Council's Medium Term Financial Plan and for an updated document to be reported to Cabinet in July 2021 and Council in September 2021. <p>The focus for Quarter 2 will be progressing the external audit of the Statements of Account; the continuation of robust budget monitoring arrangements and submission of additional expenditure and loss of income claims to the Welsh Government Covid-19 Hardship Fund; on-going support to key service projects; reporting and publication of an updated Medium Term Financial Plan; and progressing work with services to identify efficiency saving proposals to support the 2022/23 budget setting process.</p> <p>No change to risk ratings.</p>
2	PEOPLE	Annabel Lloyd	If the priorities for Children's Services (CIN, CPR & CLA) are not managed effectively, together with staff recruitment and retention, then the ability of the Council to effectively support vulnerable children and families and meet the requirements of the Social Services & Wellbeing (Wales) Act may be compromised.	<p>CONTROLS</p> <ul style="list-style-type: none"> Managing priorities : Demand and key features of safe practice are monitored through Children Services Management Team via their bi monthly performance and quality assurance meetings and as part of the Quality Assurance and Learning Framework. Dip sampling and further evaluation or remedial work is carried out in response to early alert of a problem. Recruitment and Retention - A workforce strategy and steering group has been established to address the wider issues in relation to attraction, skills, workforce planning, staff engagement and staff well-being. <p>ACTIONS</p> <ul style="list-style-type: none"> CLA - Following evaluation, an updated Children Looked After Prevention Strategy is in place. The action plan will monitor next steps in developing services and practice that safely prevent looked after numbers. The work under this strategy will maintain systems that challenge decision making at relevant points in process, auditing, monitoring and analysis trends. CP - the quality assurance group have a plan of auditing relevant aspects of practice and decision making by exception Recruitment and Retention - an attraction campaign is in development with a revised website. A pay review has been carried out. Work is in track with agency supplier to provide short term capacity. Two social worker qualification schemes are in place, with increased spaces available this year. 	5	3	15	<p>ORIGINAL RISK RATING: 5x3=15.</p> <p>There have been no changes to the risk rating in quarter 1. The vacancy rate is unchanged and agency supply of suitably qualified social workers is constrained. Competition with other LAs with similar challenges is an issue. Demand for statutory children's services has continued to rise - 10% in year.</p>
3	PEOPLE	Neil Elliott	The changing demographics, uncertainty around on-going external funding, adult social care market pressures, staff recruitment and retention and the potential increase in demand to social services may impact on the ability of the Council to safeguard its vulnerable adults and keep citizens independent for longer. If we do not continue to modernise health and social care services through integrated commissioning and delivery arrangements, there is risk that cost pressures will increase in relation to meeting social care assessed need and outcomes for vulnerable adults do not improve.	<p>CONTROLS</p> <ol style="list-style-type: none"> Multi-agency working in place at a Leadership level through the Cwm Taf Morgannwg Regional Partnership Board and Regional Transformation Groups to oversee delivery of agreed priorities. Current priorities and future strategic intentions for Health and Social Care system identified through Market Position Statements and Commissioning Strategies and regional and local service delivery plans Performance processes in place to provide quality assurance and service improvement across social service system, including contract management oversight and support for the local care market. Escalating Concerns Policy in place to direct action in the event of provider difficulty Regional Social Workforce Development Management Board in place to oversee training and development activity, including development and implementation of Annual social workforce development plan to target funding on key priorities <p>ACTIONS</p> <ol style="list-style-type: none"> Review and redesign work being undertaken to prepare new Regional Care Home Market position statement, Support @Home commissioning intent and Learning Disability commissioning intent and set out the Council's and Regions updated plans and priorities for future delivery of care services. Review and redesign of local integrated community and hospital models underway as part of the agreed Regional Urgent Care Improvement priorities Working with Health to complete redesign of Community mental health services to provide responsive access and effective mental health support Continue to deliver Learning Disability Transformation Programme, including redesign of day services offer Review being undertaken to prepare regional and local sustainability plan to address the financial challenge and transformation work being undertaken on service delivery. Social Care Pay Review underway and Adult Services workforce plan with related activities to support recruitment, retention and succession planning is in development. 	5	3	15	<p>ORIGINAL RISK RATING: 5x3=15</p> <p>Across Adult Services, Quarter 1 has been dominated by our continued response to and recovery from Covid-19. Our priorities have focused on:</p> <ul style="list-style-type: none"> supporting and safeguarding our most vulnerable people and their carers to stay safe and well in the community working with partners to support timely and safe discharge from hospital supporting our care providers to deliver quality and safe services and to respond to COVID-19 risks Reopening more services safely on phased basis as Covid-19 restrictions ease. <p>Notwithstanding this, there continues to be some temporary disruption to services while we continue to prioritise care and support offers, as demand increases, based on assessed need and risk. Workloads remain high and caseloads are becoming increasingly more complex. There is a waiting list of cases awaiting allocation in some areas, and some delays accessing some services. All our care and support services are under regular review with the aim of ensuring people receive the care and support based on their assessed need and risk. During Quarter 1, we have commenced work with partners to review the current regional care home market position statement and develop alternatives approaches to delivering more integrated health and social care provision across community and hospital services, to ensure that going forward that the right services are in place to meet changing needs and services pressures resulting from the Covid-19 pandemic and demographic changes. With regard to the workforce, we consulted with social work qualified staff regarding new pay proposals as part of our ongoing work to improve recruitment and retention.</p>
6	LIVING WITHIN OUR MEANS	Tim Jones	If the Council does not manage its information assets in accordance with requirements set down within legislation then it may be faced with financial penalties and possible sanctions that hinder service delivery.	<p>CONTROLS</p> <ul style="list-style-type: none"> Governance Structures are in place and the Council has a designated SIRO. Policies and Procedures are in place. Designated team in place that provides on-going training and also undertake investigations that involve potential breaches. External Reviews & Accreditation e.g. PSN, PCI, AUDIT WALES. <p>ACTIONS</p> <ul style="list-style-type: none"> Continue to review technology measures and update as necessary. Continue to investigate and report potential events/incidents. Continue with external reviews and maintain accreditations for PSN/PCI. Deliver risk-based training / regular communication, face to face and via e-learning, staffing bulletins, global emails. 	5	2	10	<p>ORIGINAL RISK RATING: 4x3=12</p> <p>The Information Management Team continues to provide specialist advice, information and support to Services during the quarter, ensuring that any new or change to business processes as a result of the COVID-19 pandemic and alternative working arrangements are GDPR compliant - thus minimising the risk of a personal data breach and enforcement action by the Information Commissioner. Operationally a key focus remains to support incident response and investigation.</p> <p>Cyber Security communications have been increased following reports of external attacks to government, local authorities and Schools. The Council is continuing with its proactive approach to mitigate risk around cyber security. Key deliverables during the quarter include:</p> <ul style="list-style-type: none"> PSN Accreditation achieved Cyber Essentials Accreditation preparation underway for completion Schools Cyber Readiness assessment in progress Cyber Security controls for backup/recovery and ransomware attacks deployed to corporate users <p>No change to the risk ratings at this stage.</p>

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11	PROSPERITY	Simon Gale	If projects aimed at regenerating the local communities through the Council's investment programme are not planned, procured and managed effectively by the Council, then delivery could be severely compromised and the benefits lost.	<p>CONTROLS and ACTIONS</p> <p>Robust service delivery arrangements and governance structures are in place to ensure the successful delivery of key strategic regeneration projects. This includes:</p> <ul style="list-style-type: none"> Developing effective business cases for individual projects to ensure they are viable and cost effective. Involving stakeholders to support the delivery of key interventions from across the Council, other public Bodies, Welsh Government and the private sector. Establishing project boards responsible for overseeing the delivery of individual projects. A Project Protocol which is made available for project development and implementation that identifies the mechanisms needed to structure successful project delivery. Update reports considered by SLT and the Council's Cabinet <p>ACTIONS</p> <ul style="list-style-type: none"> To ensure that all projects adhere to the project protocol procedures the completion of which is overseen by Officers from Regeneration and Finance. To ensure that all such funding bids are compliant with funding terms and conditions. 	4	3	12	<p>ORIGINAL RISK RATING: 4x3=12</p> <p>Rating lowered from the previous quarter. It was necessary to upgrade the risk rating at the height of the coronavirus pandemic and the real risk it presented to the ability to deliver schemes on time and on budget through contractors ability to work through lockdowns and periods of self isolation and the impacts on supply chains. Nevertheless, the Prosperity and Development Service has continued to deliver/co-ordinate the largest economic investment programme in the Council's history. Despite the coronavirus lockdown, and through working closely with our contractors, significant progress has still been made on the delivery of key regeneration projects as set out in the Service's delivery plan although there have been some inevitable delays. This includes the redevelopment of Taff Vale, the development of light industrial business units at Robertstown and Coed Ely, and the delivery of the objectives set out in the Council's five strategic opportunity areas and town centre masterplans. All projects and programmes have established robust service delivery arrangements and governance structures, which is ensuring the successful management of these schemes. As such, the risk level for ongoing schemes such as the Pontypridd Bingo Hall and Porth Transport Hub has been returned to its original level. In addition, there remains some uncertainty around how previous European Funds which helped support a number of previous regeneration projects in RCT will be replaced - being able to access support from the UK Levelling Up Fund and future UK Government Funds will have an impact on the level of capital available to deliver future regeneration projects (with further updates reported during the year).</p>
13	PEOPLE	Paul Mee	If the resources the Council has available are reduced or not targeted in a coherent way that meets need, then the ability to tackle the root causes of poverty and help build sustainable and resilient communities through an early intervention and preventative approach may be compromised thereby creating greater pressure on statutory services, and thereby reducing the impact on wellbeing priorities.	<p>CONTROLS</p> <p>The following controls have been put in place to manage risk:</p> <ul style="list-style-type: none"> Designated team in place to manage risk. Regular monitoring of tackling poverty grants to ensure compliance, impact and value for money. Regular meetings with Welsh Government as part of the Building Resilient Communities national work programme. Liaising with Cabinet Members to provide regular updates. <p>ACTIONS</p> <p>To develop and deliver services that focus on building more involved and resilient communities to tackle poverty and promote well-being. This includes:</p> <ul style="list-style-type: none"> Implementing the recommendations following a review into all Families First Commissioned services, with a focus on prevention, integration, collaboration and involvement (5 ways of working). Implementation of the Team around the Family review recommendations in order to improve the long term prospects of the family and prevent problems from escalating. 	5	3	15	<p>ORIGINAL RISK RATING: 5x2=10</p> <p>Business and spending plans for Community & Children's Support Grant has been supported by WG with a small increase in financial allocation for this year, which is being used to support children's well-being post Covid. We are awaiting full confirmation of funding through the Early Years Partnership Support Grant, with the well-being element still under discussion but are optimistic that final approval will be received soon. Delivery of the programmes is on target at end of quarter 1. There is an interdependency between CCG and Integrated Care Funding (ICF) in that the resilient families service is supported with £250k of ICF funding.</p> <p>The ICF funding is due to end this financial year and future funding arrangements remain unclear at this point. In relation to Housing Support Grant (HSG) the original expenditure plan was approved and then we resubmitted the plan with the unallocated allocation by the end of quarter 1.</p> <p>At the end of quarter 1 the majority of existing projects were on target but given the additional allocation, the new projects will take time to implement resulting in slippage within year which will be managed within the programme. Two new tenders have been successfully completed - prison leavers project and regional trauma project.</p> <p>There remains a risk of loss of service and redundancy should funding in future years be reduced but at the moment both programmes are stable. Therefore the impact remains high (5) but given additional allocations this year the likelihood is reduced (3), giving a risk rating of 15.</p>
14	PROSPERITY	Gaynor Davies	There have been significant improvements in the financial position of secondary schools during 2020/21 due to the effective delivery of budget recovery plans and the unprecedented set of circumstances created by the pandemic, including additional grant funding streams. The changing educational landscape created by imminent curriculum and additional learning needs reforms, and the impact of the pandemic on learner outcomes are such that schools are facing competing and conflicting pressures. These are likely to have financial implications as schools will need to be well resourced and staffed to ensure effective delivery of these transformational reforms and improved learner outcomes, particularly for the most disadvantaged. There is a risk that the schools that continue to be in a significant deficit position will be delivering budget recovery plans and efficiencies at a time of significant change and transformation in the education system, and this has the potential to adversely impact on their capacity to deliver school improvements and improved learner outcomes. Schools with small 6th forms continue to face challenges but these issues are being addressed, although there have been some delays caused by legal processes.	<p>CONTROLS</p> <ul style="list-style-type: none"> Open and regular communication with Head teachers Termly budget deficit meetings in line with the Council's budget deficit monitoring protocol. Continued support provided by key officers from within the Council. <p>ACTIONS</p> <ul style="list-style-type: none"> Liaise with all Head teachers to communicate the financial pressures that the Council is facing and reinforce their involvement in aiming to realise more efficient working practices. Work with schools in order to identify possible areas to increase efficiency. Ensure that schools comply with budget recovery plans and are supported to make efficiencies that do not have an adverse impact on school improvement and learner outcomes. Ensure strict budget monitoring processes. Proceed with the 21st century schools developments and implement the consulted and approved plans to remove small and financially unviable 6th forms from 3 secondary schools. 	4	3	12	<p>ORIGINAL RISK RATING: 4x3=12</p> <p>Schools have made good progress with their budget deficit recovery plans and progress continues to be closely monitored as part of the Council's Budget Deficit Protocol. Schools have also benefitted from some additional grant funding streams. We now have confirmed dates for the removal of 6th forms in 3 comprehensive schools and this has enabled schools to plan effectively. Other financial pressures are likely in future as the impact of the pandemic on learner outcomes becomes known; in the short term additional Welsh Government funding is in place to assist in meeting this need and the Council and Welsh Government will continue to work closely together to assess impact / financial implications on an on-going basis.</p>
15	PLACES	Roger Waters	The Council has a comprehensive highways infrastructure that relies on many significant structures such as bridges, retaining walls and culverts to ensure constant traffic movement. Many of these structures are of a considerable age and the risk of potential failure, which results in road closures, is significant. If unforeseen road closures occur then these can have a major impact on local communities and the local economy.	<p>CONTROLS</p> <ul style="list-style-type: none"> Routine monitoring of the entire highways network. Regular reports to SLT & Cabinet. We have appointed a additional staff; this means we have appropriate in-house capability to manage this complex and significant asset. <p>ACTIONS</p> <ul style="list-style-type: none"> Invest additional monies in road, highways infrastructure and pavement networks over the next four years, on top of the previous investment since 2011. Provide an up date on the impact of key investment projects through the investment programme Provide an up date to Scrutiny Committee on delivery of the Highways / Transportation infrastructure investment programme. Review and update the Highways Asset Management Plan (HAMP) to ensure that the principal assets have been identified and form part of the Plan, and relevant document and service standards agreed. 	4	2	8	<p>ORIGINAL RISK RATING: 4x2=8</p> <p>The level of risk remains unchanged due to the comprehensive programme of work for structures, retaining walls, bridges and culverts both on the Highway network and in parks. The Highways Project Board (HPB) monitors the investment that is evidencing on-going improvement to the network. Challenges remain in terms of recruiting qualified staff (when competing with the private sector) albeit positive progress has been with the appointment of a Head of Asset Management and Chartered Structures Engineer. The HPB will continue to monitor these issues and ensure the capital programme is delivered and the highway network effectively maintained.</p> <p>No change to risk rating.</p>

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18	LIVING WITHIN OUR MEANS	Richard Evans	Given the significant changes to the way in which many staff are now working following the start of the pandemic, if they do not receive appropriate support then this could result in an adverse impact on wellbeing and staff retention.	CONTROLS <ul style="list-style-type: none"> Workforce planning arrangements are in place that enable the Council to ensure appropriate deployment and development of staff Staff consultation and communication is undertaken on a regular basis to ensure that staff have the opportunity to shape people practices in light of on-going changes ACTIONS <ul style="list-style-type: none"> Specific recruitment strategies, such as graduate and apprenticeship programmes are in place to ensure the council is adequately resourced to mitigate risks around wellbeing and attrition. Introduce wellbeing and development initiatives to support staff well-being. 	4	3	12	<p>ORIGINAL RISK RATING 4x3=12</p> <p>The risk description has been updated:</p> <p>Previous: <i>If the Council does not develop and invest in its staff, transforming the way it delivers its services to meet future demographic and financial pressures will be more difficult. It will also have an adverse impact on the retention and recruitment of staff.</i></p> <p>New: <i>Given the significant changes to the ways in which lots of our staff are now working since the pandemic, if they do not receive appropriate support then this could result in their wellbeing being affected and potentially some staff could leave the organisation. This includes staff that have been with us for a long time as well as those who have recently joined.</i></p> <p>Update: Surveys have taken place that aim to capture the thoughts and views of Managers (over GR15 level) and also new starters that have commenced roles with the Council just prior to and during the initial months of the pandemic. Work is now taking place to act upon that feedback and help ensure that staff are supported in the appropriate way. Although the Council is in the early stages in terms of managing the changes associated with the new working arrangements, feedback has been positive to date and the Council is keen to support this hybrid approach moving forward.</p> <p>No changes to the risk rating.</p>
20	LIVING WITHIN OUR MEANS	Tim Jones	If the Council's I.T infrastructure is not continuously reviewed to confirm that it is fit for business use and secure, then access to information and systems could be hindered by for example cyber risk/attack, resulting in interruption to service delivery.	CONTROLS <ul style="list-style-type: none"> Disaster Recovery Plan in place should an interruption be experienced. Cyber Assurance Plan in place to actively improve and monitor risk/mitigations Digital Strategy – Infrastructure Theme/Plan. Governance Structure. Policies and Procedures in place e.g. patch management, change control. External Reviews & Accreditation e.g. PSN, Cyber Essentials, PCI, WAO, 3rd party suppliers. Staff Training / 3rd Party Support Contracts. ACTIONS <ul style="list-style-type: none"> Refresh & upgrade end of life infrastructure & software. Prepare for the PSN & Cyber Essentials inspections. Monitor and measure Infrastructure Availability & Performance. Implement recommendations from external review / accreditation. Monitor Cyber threats and remediate. Establish Cyber Assurance & Support Team Train Staff in order to ensure that they have the appropriate skills to use new systems and software. Support the training and adoption for users in use of the new WCCIS platform 	5	4	20	<p>ORIGINAL RISK RATING: 5x3=15</p> <ul style="list-style-type: none"> The migration to the Data Centre is nearing completion. Work is underway with contractors to add the resilience needed for a local Service Recovery facility. (the additional resilience to be built into Ty Elai for increased local resilience and for faster DR capability). The Ty Elai DR project is progressing, with its target date to finish revised for completion and to decommission the aged Ty Bronwydd facility by the end of the Q2 2021. Schools HWB infrastructure upgrades have been completed in line with the Welsh Government timescales. The all Wales Community Care Information System (WCCIS) experienced a high level of performance issue during Q1. The provider Advanced improved this position in June. There is a requirement to migrate to a new platform based on Dynamics 2016 that was required to be completed early Q2 however the supplier Advanced confirmed it was unable to meet its contracted deadline and a new date proposed of 20th September. During this period the platform remains on a Microsoft unsupported Dynamics 2011 platform. A risk assessment has been completed and accepted. The Council is continuing with its proactive approach to mitigate increased risk around cyber security with a team being recruited by Q2 2021. Cyber Security communications have been increased following reports of external attacks to government, local authorities, and Schools. The Council is continuing with its proactive approach to mitigate risk around cyber security. <p>Key deliverables during the quarter include:</p> <ul style="list-style-type: none"> PSN Accreditation achieved & Cyber Essentials Accreditation preparation underway for completion Anti Ransomware solution "Ransomcare" deployed corporately and a Schools implementation initiated. Council Cyber Security controls for backup/recovery being deployed to schools <p>Performance Information Q1</p> <ul style="list-style-type: none"> Key Applications / Servers Availability 99.72% WAN Availability 99.65% <p>No changes to the risk ratings at this stage.</p>
21	LIVING WITHIN OUR MEANS	Chris Bradshaw	Given the shift in approach to services being delivered on a regional footprint, if services are delivered to citizens and staff of Rhondda Cynon Taf using this method, then appropriate arrangements must be in place to ensure that the interests of all current stakeholders are appropriately represented and that service delivery does not fail / suffer.	CONTROLS <p>Legal agreements between local authorities are in place; Governance and scrutiny functions in place; Regular reporting of performance is available.</p>	5	3	15	<p>ORIGINAL RISK RATING: 5x3=15</p> <p>The Council and its partners continue to collaborate effectively to respond to the pandemic, but also are exploring how we have worked together to respond to the clear health inequalities that prevail in Cwm Taf Morgannwg compared to other regions of Wales. The Welsh Government has also passed legislation to create Corporate Joint Committees, with the CJC for SE Wales on the Cardiff Capital region footprint with effect from 1 April 2021. The model is currently being developed by WG and whilst the initial powers of the CJC are currently being consulted upon, being the Economic Well Being function, developing transport policies under the Transport Act 2000 and preparing a Strategic Development Plan, much of the CJC model has to be decided and consulted upon.</p> <p>The next stage will provide for the regulation of CJC's meetings and proceedings, the roles of certain 'executive officers' to support the work of the CJC, i.e. the Chief Executive, Monitoring Officer and Chief Financial Officer, and for the functions of the CJC to be discharged by other people, for example its staff or sub-committees, as well as some general provision in relation to CJC staff.</p> <p>A third stage, which will be consulted on in Autumn 2021, will put in place further legislation for the operation of the CJC's and their functions including scrutiny and governance and further provision on staffing.</p> <p>A fourth stage will then put in place any remaining provisions which a CJC might need, but which are unlikely to be needed at the point at which they begin to deliver their functions. WG will consult on this stage in Spring 2022.</p> <p>The Council and its SE Wales partners are working through the options to transfer the functions of the Cardiff Capital Region Joint Committee and the associated City Deal into the new proposed CJC in a shadow form in the coming months to facilitate the introduction of CJC's and continue to maintain the effective collaboration of the partners in respect of the CCR City Deal,</p> <p>No changes to the risk rating at this stage.</p>
22	LIVING WITHIN OUR MEANS	Chris Bradshaw	The risk of a No Deal Brexit seems ever more likely and whilst the Council can put contingency arrangements in place to manage some impacts of a No Deal these arrangements are temporary. Therefore, there will be economic and other risks that could materialise that are outside of our control, which will impact on the Council and local community.					<p>Following the UK leaving the European Union the Council will continue to monitor the situation in respect of the 'Post Brexit' arrangements - for 2021/22, associated risks will be monitored as part of the Council's recovery arrangements from the Covid-19 pandemic (Risk 25) and the self-standing 'Brexit' risk removed from the Strategic Risk Register.</p>
23	PROSPERITY	Chris Bradshaw/Gayn or Davies	If projects are not delivered on time and/or on budget then this could impede the delivery and intended (positive) impact of the 21st Century Schools Band B Programme within the Council.	CONTROLS <ul style="list-style-type: none"> A designated project board is in place that oversees the delivery of the Council's 21st Century programme. Regular updates are reported to the Welsh Government. Individual projects are managed using PRINCE2 methodology. ACTIONS <ul style="list-style-type: none"> Submission and approval of all business cases within Band B of the 21st Century Schools Programme. 	5	3	15	<p>ORIGINAL RISK RATING: 5x3=15</p> <p>Significant progress is being made on the second wave of school investments in Band B, including completion of the first phase of works at Flynnon Taf primary school and building work has commenced on site at YGG Aberdar and YG Rhydywaun over the summer period. Projects in the greater Pontypridd area are also underway, with 3 projects out to tender and 2 in the design phase. Revisions to timescales have been necessary for some projects in the greater Pontypridd area, as a result of the Judicial Review, and the removal of 6th forms have been unavoidably delayed to 2024 in two settings and 2023 in one faith setting following Welsh Government approval. The financial implications of Covid-19 on contractor costs / building materials are also being closely monitored and will be assessed and reported on an on-going basis as part of the robust project management arrangements in place.</p>

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24	PEOPLE, PLACES & PROSPERITY	Chris Bradshaw	Given the expectations placed upon the Council to become carbon neutral by 2030 in respect of its carbon emissions, if residents and businesses do not actively engage with the Council and Welsh Government to reduce their energy consumption, reduce their use of plastics, and adopt sustainable approaches to travel, then the full benefits will not materialise.	The Council has prepared a Tackling Climate Change Strategy which has been consulted upon and which sets out how the Council will become Carbon Neutral by 2030. CONTROLS Using the information that we have available, and supported by the Carbon Trust, to calculate the Council's baseline carbon footprint. Regular monitoring & reporting arrangements have now been put in place to monitor delivery of the detailed actions outlined within the Strategy noted above.. ACTIONS Understanding the the Council's Carbon and other greenhouse gases will enable the Council to identify short term and long term actions to change the way we work, procure and deliver our services, and highlight those changes that will have the greatest effect on reducing the Council's carbon footprint. Detailed actions are contained within the Tackling Climate Change Strategy and these are not fully replicated in this document. They cover the following main Corporate Plan headings of headings. • People, Places, and Prosperity.	5	4	20	ORIGINAL RISK RATING: 5x4=20 The cross-party Climate Change Cabinet Steering Group is continuing to work to strengthen the planning and monitoring arrangements for meeting the Council's carbon reduction commitments. The Group also includes representatives from community groups. The Council's Corporate Plan 2020-24 - 'Making a Difference' reinforces the Council's commitment to reducing its Carbon footprint and in its Community Leadership role encouraging, supporting and facilitating community action to reduce carbon across the County Borough. More detailed actions and targets continue to emerge through the Steering Group. New officer working groups have been put in place to focus on key decarbonisation projects. These projects will support the work of the Steering Group and inform the Council's Climate Change/Decarbonisation strategy and the detailed plans for its delivery. A draft Climate Change Strategy has been prepared and has been consulted upon with residents, businesses and the wider community to seek views on the Council's commitments to reduce its carbon footprint. The findings from this 'Let's Talk' conversation following the Council's engagement with residents on the Council's Climate Change Strategy and Electric Vehicle charging points together with the Council's first Carbon Footprint calculation were considered by the Climate Change Cabinet Steering group and Cabinet in June 2021. Plans to conduct further face to face engagement with residents and communities are being developed. Welsh Government is due to release its response to the Climate Emergency in October 2021 before the COP26 summit, and therefore the updated version of the Council's Tackling Climate Change Strategy will be released after including the relevant targets and expectations from Welsh Government's response. Further work is being undertaken in respect of Electric Vehicle Charging, Biodiversity, green energy production, carbon sequestration through repairing peat bogs and creating more woodlands, and working with organisations that supply our goods and services to ensure they are focused on reducing their carbon footprint. The Council is also working with the other local authorities in South East Wales on opportunities to test and purchase electric heavy goods vehicles, to create significant green energy production through Fusion, and tidal lagoons working with UK and Welsh Governments. The Chief Executive sits on the Local Government Decarbonisation Strategy Panel convened by Welsh Government to support the implementation of its strategy 'Prosperity for All: A Low Carbon Wales' and its response to the more recent report from the Climate Change Committee, 'The Path to Net Zero' and progress on reducing emissions in Wales. No changes to the risk ratings at this stage.
25	PEOPLE, PLACES & PROSPERITY	Chris Bradshaw/Louise Davies	If the planning arrangements to support on-going recovery from Covid-19, the impact of Brexit (the risks from which are now included in the recovery risks associated with the pandemic) and build resilience in preparation for the possibility of future pandemics are not robust, joined up and prioritised, then the capability of the Council, in collaboration with other partners, to support the required improvements to the health and economic well-being of the County Borough will be diminished	CONTROLS • The Leader and Chief Executive are part of the joint Cwm Taf Morgannwg UHB Health Board and Local Authorities Group which meets fortnightly to consider how we collectively respond to the pandemic. • Director of Public Health, Protection & Community services is a member the Cwm Taf Morgannwg Strategic Regional Oversight Group and is currently the Regional Lead for Contact Tracing and Case Management within the Cwm Taf Morgannwg Regional Prevention and Response Plan. • A specific internal Board, Covid Tactical Group (CTG) has been established, chaired by the Group Director of Community & Children's Services and which comprises representatives from all front line services and also the Emergency Planning, Resilience and Sustainability Adviser. The CTG group reports directly to the Council's Senior Leadership Team, through which it reports to Cabinet. • The Group Director of Prosperity, Development & Frontline Services represents the Council on the South Wales Local Resilience Forum. • Regular updates are reported to the Welsh Government. • Council has put in place Service Recovery and Contingency Plans in the event of a resurgence of the virus. • Monitoring & reporting arrangements have been put in place to monitor delivery of the detailed actions. ACTIONS • Short Term – the Council will continue to work with partners to reduce the spread of the virus and reduce its impact on the Social, Economic, Environmental and Cultural Well-being of the County Borough. This will be monitored through reports to Cabinet, relevant current and future partnership arrangements, the Council's Regulators as required and Welsh Government. • Medium to Long Term – the Council will work with partner organisations and will use the lessons learnt from the local, national and global approaches to the pandemic to strengthen its approach to: - minimise the effect of infectious diseases, - reduce the risk of illness or death, - be better prepared for and respond to future incidents (including supporting local supply chains, on-going availability and use of PPE across Council Services, a flexible and mobile workforce and build on the Public Health and Protection and track, trace and protect expertise in place to inform planning and decision making)	5	5	25	ORIGINAL RISK RATING: 5 x 5 = 25 In quarter 1, the case rates in Rhondda Cynon Taf remained relatively low until the end of the quarter when an upwards trend developed as a consequence of the delta variant becoming the dominant variant of concern across the UK. The vaccination programme continued to be rolled out successfully by the UHB with the support of the Council, with high uptake rates in the majority of priority groups. The consequence of the vaccination programme is that new cases presenting are predominantly in younger age group (under 30) who had not yet been vaccinated, and have not yet resulted in significant increases in hospital admissions or deaths. Restrictions continue to be relaxed with WG looking to move to a new alert level 0 during quarter 2 if conditions permit. It is however anticipated that case rates will continue to rise and the Council will need to remain vigilant to protect those vulnerable people receiving care and support, its workforce and essential services which may experience increased staff absences, and ensure that the regional contact tracing team has the capacity to respond effectively to increasing demand. There remains the possibility that new variants of concern will arise and there is uncertainty over the impact of the relaxation of restrictions on case rates and the consequential implications for hospital admissions and pressure on services. The Council will need to continue to support the regional oversight group for TTP, support the UHB with the ongoing implications of the vaccination programme and booster vaccinations that will be required later in the year as well as maintain the contact tracing response. The upturn in the economy plus the impact of Brexit is also having a negative impact on access to certain supplies and services, in particular steel and other construction materials, labour for the social care market, skilled tradesmen and HGV drivers, which is impacting on the supply of some foods and materials to shops and businesses. This has also had an impact on prices, in particular for materials for capital schemes. The Council is monitoring the position, and as yet it has not significantly created delays in the delivery of key capital schemes. Wider matters associated with the impact of the pandemic will be considered at future iterations of the risk register to establish if they need to be included within this risk or remain separate (issues associated with the work that is taking place with tackling poverty for example).
26	PEOPLE, PLACES & PROSPERITY	Roger Waters	If the Council does not plan and invest resources to mitigate the physical impacts of climate change, then the risk of increased frequency of extreme weather events that will adversely impact residential and business properties; spoil tips; infrastructure; health, safety and well-being; and economic activity will be heightened.	CONTROLS •Routine monitoring of infrastructure including bridges, retaining walls, culverts, highway drainage and former coal tips. •SUDs Regulations introduced to reduce surface water run-off from new developments, RCT has established a SAB to robustly manage the SUDs process. •New Bylaws for Ordinary Watercourses introduced, together with a new enforcement team and an awareness officer to raise the profile of flood risk and to support recovery. •Additional resources for structures, drainage management and maintenance, Regular reports to SLT & Cabinet. •S19 Reports for flood incidents •Work through the multi-agency Flood Board for a joined-up approach to flood risk in RCT. •Work with WG to review our Flood Risk Management Strategy and Flood Risk Action Plan in line with WG's Flood Risk Strategy. •Work with WG Coal Tips Task Force and Coal Tips Safety Working Group to develop updated baseline data on tips, standardised inspection regimes and risk ratings, legislation, risk mitigation and remediation/reclamation. ACTIONS • Invest additional monies in our infrastructure over the next four years to reduce the impact of flooding on our infrastructure, communities and businesses. • Take S19 Reports through Overview and Scrutiny Committee. • Provide an up-date to Scrutiny Committee on delivery of the Highways / Transportation infrastructure investment programme. • Review and update the Highways Asset Management Plan (HAMP) to ensure that the principal assets have been identified and form part of the Plan, and relevant document and service standards agreed. •Work with WG to ensure all repairs to infrastructure arising from Storm Dennis is fully funded and undertaken in a timely manner. •Work with WG to develop our pipeline of Flood Risk Management works to secure grant funding and deliver	5	3	15	NEW RISK (FROM QTR 1 2021/22) - RISK RATING: 5 * 3 = 15 Monitoring and condition surveys were undertaken during the first quarter, as part of a continuous review process and taking account of residents feedback, to inform the Council's flood risk management priorities. In parallel, a number of flood alleviation projects were progressed, supporting via the Council's Capital Programme and Welsh Government, that will help mitigate flood risks identified across the County Borough and forms the basis of an on-going programme of investment. Additional capacity is also being recruited to within the Council's Flood Team to further strengthen resources and support the delivery of key priorities, both from a strategic perspective and operationally. Reporting arrangements have been developed further during the quarter via the RCT Strategic Flood Risk Management Board, where the Council and partners provided updates on their work and plans to respond to extreme weather events, and preparatory work was completed to enable 2 Section 19 reports to be published in Quarter 1 with more to follow in Quarter 2. A major programme of infrastructure repair to bridges, retaining walls, major culverts, landslips, etc has continued through 2021/22 in response to the damage caused by Storm Dennis, this is entirely funded by Welsh Government and should extend into 2022/23/24. WG has continued the new Resilient Roads grant established in 2020/21 into a second year and this has enabled an extended programme to be established to make our transportation network more resilient to the impact of climate change and flooding (e.g raising the level of the A4059 south of Aberdare). Tips; ongoing inspections and routine maintenance continues, together with frequent meetings of the WG Tip Safety Group in developing a common baseline of data on tips across Wales and a common inspection and risk status. Bids have been developed and submitted to WG for ongoing tip management and maintenance through 2021/22, together with proposals for detailed surveys and site investigations and to indicate a pipeline of works and anticipated expenditure for Tylorstown in subsequent years. In respect to Tylorstown; phases 1-3 have been concluded and development of Phases 3A and 4 continue. Engagement is scheduled to take place in July with the Council's Overview and Scrutiny Committee on the Law Commission's consultation on Regulated Coal Tip Safety in Wales with officers heavily engaged with WG and the Law Commission on the practical and legal constraints related to the current legislation.