

Strategic Risk Register Ref	1
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	Living within Our Means
Responsible Officer	Barrie Davies

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
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 on-going impacts of Covid-19 and cost of living crisis), then it will be unable to deliver effective services to residents and businesses within the County Borough.	<p>CONTROLS 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).</p> <ul style="list-style-type: none"> 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 	5	4	20	<p>ORIGINAL RISK RATING 5 x 4 = 20</p> <p>The quarter 2 revenue budget outturn position, forecasted at September 2022, is projecting a £10.277M overspend due to the continued significant in-year budget pressures from rising demand and cost of social care, inflationary cost pressures and lower levels of service take-up resulting in reduced levels of income received. In addition, the 2022/23 pay award offer for teaching and non-teaching staff, currently being considered through recognised Trade Unions consulting their members, will represent further additional costs above budgeted levels of £10.5M for the current year. Work is on-going to review cost reduction options across all service areas, for example, energy usage reduction actions, enhanced recruitment control arrangements and early delivery of efficiency savings, to bring the position closer in line with budget by year-end as well as assessing earmarked reserves to provide one-off funding opportunities in 2022/23. With regard to earmarked reserves, a risk assessment has resulted in a number having been identified to be ringfenced with a view to being redirected to support the in-year pressure.</p> <p>The Council updated its Medium Term Financial Plan (2022/23 to 2025/26 - MTFP) in quarter 2 and was reported to Cabinet, full Council and the School Budget Forum. The updated MTFP is forecasting a significant budget gap for 2023/24 and across</p>

CONTROLS AND ACTIONS - the Council's risk response is to 'Treat' each strategic risk through taking positive actions to mitigate, as far as is practicable, adverse implications on the delivery of objectives

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	<p>options, and effective and timely implementation arrangements for those that are agreed</p> <ul style="list-style-type: none"> - 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. 				<p>the medium term, with the scale of the gap being at unprecedented levels compared to that experienced during austerity over the past decade: £36M for 2023/24 and £78M through to 2025/26, and is being driven by wider economic conditions and uncertainty that is causing pay and non-pay inflation and service demand to rise at much higher rates compared to indicative funding levels. The forecasted budget gap for 2023/24 has since increased to £46M. The MTFP sets out the urgent need for the UK Government to provide assurance to Welsh Government / Local Government that additional funding will be forthcoming to enable the Council to discharge its statutory duty to set a balanced budget by 11th March 2023. Due to the absence of any indications of additional funding to date, the Council has embarked on a review across all services to urgently identify options which can be considered to close the budget gap, with an initial focus on budget setting for the 2023/24 financial year; whilst valued services and jobs will be safeguarded wherever possible, it is recognised that cuts to services and jobs will be inevitable if more positive funding levels are not announced as part of the UK Government's Autumn Statement now due on 17th November 2022 that will contain the UK Government's medium term fiscal plan.</p> <p>During quarter 2, Senior Finance Officers continued to work closely with Audit Wales to progress the external audit of the Council's 2021/22 Statement of Accounts; a positive update was provided to the Council's Governance and Audit Committee on 7th September 2022 by Audit Wales on the progress of the audit which is on-going. A national issue regarding accounting for infrastructure assets is having a delay to signing off accounts across the country.</p> <p>No change to the risk ratings.</p>

Strategic Risk Register Ref	2
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PEOPLE
Responsible Officer	Annabel Lloyd

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
<p>If the priorities for Children's Services 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>	<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"> Children Looked After - 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. Child Protection - 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 	5	3	15	<p>ORIGINAL RISK RATING: 5x3=15</p> <p>Performance and quality assurance processes are being maintained and identify both good outcomes and areas for focus and improvement.</p> <p>Children looked after numbers remain in a gradual reduction trajectory and there is continuous monitoring of the re-registration background issues. Consideration of implementing new preventative initiatives and their timing are currently under review.</p> <p>A report has been prepared for November 2022 (pre-scrutiny) that outlines Children's Services preparations for a future not for profit model of delivery of care for looked after children, with the transition period being planned and managed at a national level. Key risks will need to be managed as part of this process. Plans are in development, including analysis of cost implications, and will need to progress at pace to meet these risks. At present 4 Operating Without Registration situations are being proactively managed by the Council and monitored by Care</p>

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	<p>qualification schemes are in place, with increased spaces available this year.</p>				<p>Inspectorate Wales (this being via weekly update reports from the Council).</p> <p>All areas of the workforce strategy are being implemented and monitored. Vacancies in Intensive Intervention have not changed and remain high. However, changes in the way we increase the numbers we sponsor to qualify as a social worker have been effective, alongside attraction interventions for newly qualified students. Given that some aspects of the solutions require national cooperation, RCT staff have engaged with ADSSC.</p> <p>There is a risk management plan in place in relation to early assessment teams due to vacancy rates, and a prevention plan is in place in relation to Intensive Intervention vacancies.</p> <p>No change to the risk ratings.</p>

Strategic Risk Register Ref	3
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PEOPLE
Responsible Officer	Neil Elliott

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
If the Council does not continue to modernise and work with health colleagues to develop and deliver an integrated model of community services, then our ability to deliver these critical (key) services could be hindered.	<p>CONTROLS</p> <ul 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> <ul 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 	5	3	15	<p>ORIGINAL RISK RATING: 5x3=15</p> <p>High numbers of people in receipt of care and support, particularly those with higher levels of frailty and need continues to place significant pressure across the health and social care system. Workloads remain high and caseloads are becoming increasingly more complex. There is a waiting list of cases awaiting allocation in some areas, and delays accessing some services.</p> <p>During the quarter, we have commenced the remodelling of our Care and Support and Learning Disability social work teams and continued to ensure people receive the care and support based on their assessed need and risk.</p> <p>We have continued to work with homecare and care home providers, including organising two job fayres to build capacity and resilience to improve the stability of the market and ensure we can meet demand and ensure good quality care to all individuals at all times. We have also commissioned Community Catalyst to support local people to develop community enterprises offering care and support to other local people within their home.</p>

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
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	<p>set out the Council's and Regions updated plans and priorities for future delivery of care services.</p> <ul style="list-style-type: none"> • 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. 				<p>Working with Health, we continued to develop new and different ways of working relating to hospital discharge to recover then assess pathways and model, and in primary care through the accelerated cluster development programme. A new integrated community services model has been agreed by the Regional Partnership Board for implementation that will help to ensure a more sustainable health and social system.</p> <p>No change to the risk ratings.</p>

Strategic Risk Register Ref	6
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	LIVING WITHIN OUR MEANS
Responsible Officer	Tim Jones

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
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 Service continued to provide specialist advice, information and support to Services during the quarter, ensuring that business processes are GDPR compliant - thus minimising the risk of a personal data breach and enforcement action by the Information Commissioner.</p> <p>The Service continues with its assurance activities to manage the Council's cyber resilience.</p> <p>Key deliverables during the quarter include:</p> <ul style="list-style-type: none"> •Corporate staff tested with a Phishing simulation exercise. Outcome learning is informing further work in this area. •Cyber Training piloted and ready for release, working with Human Resources for mandatory completion by staff to help reduce the risk of cyber threats. •Communications sent to all staff on the importance of keeping sensitive details such as passwords changed regularly and not shared across systems or personal accounts.

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		I	L	Rating	
					<ul style="list-style-type: none"> •Cyber Essentials accreditation attained – scheduled for Q4 with Cyber Essentials Plus and PSN audits. •Scanning software reviewed on servers and desktops to continually inform on known vulnerabilities and remediation when required. <p>No change to the risk ratings.</p>

Strategic Risk Register Ref	11
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PROSPERITY
Responsible Officer	Simon Gale

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
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</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. 	5	3	15	<p>ORIGINAL RISK RATING: 4x3=12</p> <p>The risk rating was increased in quarter 1 (from 5x2=10 up to 5x3=15) as a result of the significant uncertainty in the supply chain and contractor sector and the real risk this presents to the ability to deliver schemes on time and on budget in the face of continuing escalating costs and material and labour shortages.</p> <p>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 more recent market instability, 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 and some cost pressures. All projects and programmes have established robust service delivery arrangements and governance structures, which is ensuring the successful management of these schemes.</p> <p>No change to the risk ratings.</p>

Strategic Risk Register Ref	13
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PEOPLE
Responsible Officer	Paul Mee

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
<p>If the Council does not coherently target its resources to effectively support communities affected by the cost-of-living crisis and the longer term requirement to tackle the root causes of poverty, then those that are most vulnerable within our communities will suffer disproportionately.</p>	<p>CONTROLS 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 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	4	20	<p>ORIGINAL RISK RATING: 5x2=10</p> <p>No exceptions to report during quarter 2 in respect of Housing Support Grant and the Children & Communities Grant. Good progress is being made with delivering the projects included in the expenditure plans.</p> <p>In respect of the Regional Integration Fund administered under the RPB, the revenue budget remains fully committed and the key risk remains the sustainability of the services in subsequent financial years, given the tapering funding arrangements under the new financial model. Work has progressed to develop a new integrated community services model, pending approval by the RPB in quarter 3. However, this will take time to develop further and will require reallocation of funding from within the existing budget alongside core funding.</p> <p>Additional capital allocations have been confirmed during quarter 2 and proposals are being developed with anticipated confirmation during quarter 3.</p> <p>Risks remain around potential loss of substantial funding and impact on sustainability of services supported through external funding and these are being managed through the respective governance arrangements in place.</p> <p>No change to the risk ratings.</p>

Strategic Risk Register Ref	14
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PROSPERITY
Responsible Officer	Gaynor Davies

Risk Description	Controls & Actions	Risk Rating			Qtr 2 Update 2022/23
		I	L	Rating	
If individual school budgets are not appropriately managed, then schools will be required to deliver budget recovery plans and efficiencies at a time when investment and support should be at the forefront of planning.	<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	4	16	<p>ORIGINAL RISK RATING 4X3=12</p> <p>NEW RISK RATING 4X4=16</p> <p>School balances increased by £8,506k from £12,054k to £20,561k during the financial year 2021/22. This represents a reserve of 12.3% of the total delegated ISB for 2021/22. No schools currently meet the threshold for budget deficit recovery.</p> <p>The 2022/23 quarter 2 estimated year end position is for schools to use 56% of their brought forward reserves.</p> <p>Schools continue to face a number of significant challenges to support the implementation of new Curriculum for Wales, ensuring educational inequalities are overcome and standards improve.</p> <p>The impact of legislative changes in respect of the Additional Learning Needs and Education Tribunal Act 2018 continues to be felt, and greater numbers of children and young people are presenting with more complex developmental, learning,</p>

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
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					<p>engagement and wellbeing needs post pandemic.</p> <p>Increasing budgetary pressures are evident, in particular due to escalating energy costs and pay awards. It has been proposed for schools to contribute 50% of the 2022/23 pay award cost over the budgeted increase. Furthermore, schools have been advised that there is a probable expectation of them making an efficiency contribution in the setting of 2023/24 budgets and schools are encouraged to retain balances to assist with impact of efficiency requirements and other budgetary pressures.</p> <p>In view of the multiple challenges, the risk rating has been increased from 12 to 16, with the need for robust financial and service planning and management arrangements remaining critically important during these uncertain and very challenging economic times.</p>

Strategic Risk Register Ref	15
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PLACES
Responsible Officer	Roger Waters

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
If the Council does not monitor and invest in its ageing highways assets, then the chance of structural failure, emergency closures and therefore disruption to communities and the local economy increases.	<p>CONTROLS</p> <ul style="list-style-type: none"> • Routine monitoring of the entire highways network • Regular reports to SLT & Cabinet. • We have appointed 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 update on the impact of key investment projects through the investment programme. • Provide an update 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>Delivery of 22/23 Highways Investment Programme is generally progressing well and scrutiny of Highways Investment is scheduled for 16th January 2023.</p> <p>Significant funding requirements for future works programmes needed to mitigate risks, particularly from highway structures.</p> <p>Staff vacancies impacting on workload and ability to manage the asset most effectively. Recruitment remains an issue.</p> <p>Work to review and update the Highways Asset Management Plan is programmed and ongoing.</p> <p>No change to the risk ratings.</p>

Strategic Risk Register Ref	18
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	LIVING WITHIN OUR MEANS
Responsible Officer	Richard Evans

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
If the Council does not put in place robust workforce planning arrangements, including plans for monitoring and supporting the wellbeing of existing staff, then the ability to retain and attract the best staff could be hindered.	<p>CONTROLS</p> <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. <p>ACTIONS</p> <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>Workforce Plan for 2022 – 2027 in draft and currently in consultation phase. The final version will be progressed in quarter 3.</p> <p>Annual Staff Survey undertaken in May/June 2022. 1,152 responses received. The new style staff survey findings have been compiled and an infographic is being developed to provide staff with a summary of key findings (this to be progressed in quarter 3).</p> <p>Other key updates:</p> <ul style="list-style-type: none"> Graduates - 20 recruited and commenced employment in July and September 2022. Apprentices - 45 appointed and commenced employment in September 2022. Step in the Right direction next intake October. Care2Work - 18 Access to Employment - 2 Gateway to Employment– 6 <p>Careers fair held in Aberdare – 650 attendees</p> <p>No changes to the risk ratings.</p>

Strategic Risk Register Ref	20
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	LIVING WITHIN OUR MEANS
Responsible Officer	Tim Jones

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
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.	<p>CONTROLS</p> <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. <p>ACTIONS</p> <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"> Risk continues to be elevated due to increased Cyber activity by external threat factors. Risk of Cyber-attack remains high. Cyber plan is being assessed by the Regional Internal Audit Service. Continued focus on replacing systems, with plans underway for next wave of end of life systems. Team continues to pro-actively monitor for Cyber threats and remediate where appropriate. Training systems selected for cyber training for all staff. Network changes underway to ensure quicker DR Plan if interruption is experienced. <p>Q2 - Stats</p> <p>Key Systems Availability (Server & Applications) – 99.95% WAN – 99.41%</p> <p>No changes to the risk ratings.</p>

Strategic Risk Register Ref	21
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	LIVING WITHIN OUR MEANS
Responsible Officer	Chris Bradshaw

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
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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 Legal agreements between local authorities are in place; Governance and scrutiny functions in place; Regular reporting of performance is available.	5	3	15	<p>ORIGINAL RISK RATING: 5x3=15</p> <p>The South East Wales Corporate Joint Committee (CJC) has been established in accordance with Welsh Government's requirements. Welsh Government is currently in discussion with HM Treasury to ensure the CJCs across Wales have the appropriate VAT and other taxation status consistent with that of local government across England and Wales. Until this issue is resolved the CJC's will not be able to fully undertake the duties imposed on them by Welsh Government. Currently, there is no confirmed timetable to address this issue.</p> <p>Nevertheless, the South East Wales Councils have worked together to prepare the Regional Shared Prosperity Fund (SPF) Action Plan for the three years to 2024-25. RCT is the lead authority which has the direct engagement with UK Government in respect of the Shared Prosperity Fund. The Action Plan was completed and submitted to UK Government on 1 August 2022. We now wait for feedback on the Plan.</p> <p>The Cardiff Capital Region City Deal Joint Committee has continued to look to invest across the Region. For example, the first 30+ electric vehicle chargers are being installed in car parks across RCT and a further 30+ is planned before Christmas.</p> <p>No changes to the risk ratings.</p>

Strategic Risk Register Ref	23
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PROSPERITY
Responsible Officer	Chris Bradshaw/Gaynor Davies

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
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<p>If projects are not delivered on time and/or projects are deferred due to escalating global construction costs, then this could impede the successful delivery and intended (positive) impact of the Sustainable Communities for Learning (formerly 21st Century Schools) Band B Programme within the Council.</p>	<p>CONTROLS</p> <ul style="list-style-type: none"> • A designated project and operational board will be put in place to oversee the delivery of the Council's Sustainable 21st Century programme. • Regular updates are reported to Welsh Government and Cabinet • Individual projects are managed using PRINCE2 methodology • Experienced team in place that provide regular and well-informed Cabinet updates • Regular dialogue and engagement with Welsh Government. <p>ACTIONS</p> <ul style="list-style-type: none"> • Submission and approval of all business cases within Band B of the Sustainable Communities for Learning Programme. 	5	4	20	<p>ORIGINAL RISK RATING: 5x4=20</p> <p>Cabinet has considered three reports since May in respect of the former 21st Century Schools Programme, now called Sustainable Communities for Learning. The first report was to amalgamate Cefn and Craig Yr Hesg Primary Schools and to build a new school for Glyncoch. The second report considered the building of three new primary schools including Glyncoch, Maesybryn and Tonysguboriau under the Welsh Government's new Mutual Investment Model funding approach. The third report related to a proposal for a new special school and sought approval for a scoping exercise to be undertaken in relation to a new special school site and a potential request to WG for a variation to the Band B funding envelope.</p> <p>As with all construction projects, the current economic climate is very challenging, and costs are rising exponentially. The Council will work closely with the construction market and with Welsh Government to ensure the Band B programme remains affordable for the Council. Perceived risks to the MIM programme have escalated during Quarter 2 and a review of existing projects are currently underway. No changes to the risk ratings.</p> <p>No change to the risk ratings.</p>

Strategic Risk Register Ref	24
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PEOPLE, PLACES & PROSPERITY
Responsible Officer	Chris Bradshaw

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
<p>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.</p>	<p>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.</p> <p>CONTROLS</p> <ul style="list-style-type: none"> • 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 <p>ACTIONS</p> <ul style="list-style-type: none"> • Understanding 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	<p>ORIGINAL RISK RATING: 5x4=20</p> <p>On 22nd June Cabinet approved the Council's Climate Change Strategy which sets out how the Council will respond to this challenge. On the same agenda, the Cabinet agreed to consult with the public on a new Tree, Woodlands and Hedgerow Strategy that set out how protect and grow these habitats to improve the environmentally quality of our surroundings, improve biodiversity, air quality as well as delivering many other physical, social and economic benefits.</p> <p>A range of other projects that will have a positive impact on reducing the Council's Carbon Footprint will come forward for Members' approval in the autumn.</p> <p>No changes to the risk ratings.</p>

Strategic Risk Register Ref	25
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PEOPLE, PLACES & PROSPERITY
Responsible Officer	Chris Bradshaw/Louise Davies

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
If the planning arrangements to support the on-going recovery from Covid-19 are not joined up and delivered with partners, then the capability of the Council to support the required improvements to the health and economic well-being of the County Borough will be diminished / fragmented.	<p>CONTROLS</p> <p>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.</p> <ul style="list-style-type: none"> • 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 Director of Frontline Services represents the Council on the South Wales Local Resilience Forum. • Regular updates are reported to the Welsh Government. • The Council has put in place Service Recovery and Contingency Plans in the event of a resurgence of the virus. 	4	4	16	<p>ORIGINAL RISK RATING: 5x5=25</p> <p>NEW RISK RATING 4x4=16</p> <p>RCT continues to operate the Regional Contact Tracing Service for CTM and the reduced service focuses on health and social care staff and residents in line with WG Guidance. WG guidance continues to focus on transition from pandemic to endemic status for COVID-19 with new guidance on managing respiratory illnesses (including COVID-19) during the winter due to be published on the 18th October. The CTM Operational Group which oversees the performance of the Regional Service has been reconfigured to align with the new oversight arrangements being established in WG and ensure it has a holistic focus on testing, incidents and outbreaks and contact tracing. Monitoring of COVID-19 and other respiratory diseases in circulation during the winter 2022/23 will be important as the population learns to live with coronavirus and recognise it as a vaccine preventable disease.</p> <p>The WG review of the Health Protection System in Wales has commenced. The Director of Public Health, Protection and Community Services is a member of the Chief Medical Officer's Steering</p>

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
	<ul style="list-style-type: none"> Monitoring & reporting arrangements have been put in place to monitor delivery of the detailed actions. <p>ACTIONS</p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> - 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) - put in place the resources required to mitigate and manage the risk. 				<p>Group for the Review which has met for the first time in Q2. The Council will respond to the recommendations of the Review, due in late Autumn 2022, to ensure its own public protection arrangements respond to the outcomes of the review.</p> <p>The Council continues to manage COVID positive cases among staff in line with WG guidance, particularly where those staff are employed in social care roles.</p> <p>The Strategic Board for the CTM COVID Vaccination Programme continues to meet regularly and the autumn booster programme commenced in Q2. There are some challenges with ensuring adequate take up of the vaccine among vulnerable groups and care home staff and work is in hand to address this. All vaccine centres in RCT are now within UHB venues with Ystrad Leisure Centre reverting to the Council in Q2.</p>

Strategic Risk Register Ref	26
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PEOPLE, PLACES & PROSPERITY
Responsible Officer	Roger Waters

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
If the Council does not plan and invest resources into mitigating the physical impacts of climate change, then the effects of extreme weather events on our residents and businesses will be heightened.	<p>CONTROLS</p> <p>Routine monitoring of infrastructure including bridges, retaining walls, culverts, highway drainage and former coal tips.</p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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. <p>ACTIONS</p>	5	3	15	<p>ORIGINAL RISK RATING 5x3=15</p> <p>Flood Risk Management Works - significant levels of grant funding secured to deliver FRM projects for 22/23 and to develop a pipeline of future schemes. Recently secured £1.4m funding for Glenboi Pump Station upgrade in Mt Ash. Currently 56 projects/stages in development with £3.9m secured in WG grant with a combined program of £5m+.</p> <p>Recruitment - Flood Support & Awareness officer and Enforcement officer successful with staff joining in October 2022.</p> <p>S19 reports; 19 of 19 now completed and published with regular reviews undertaken by O&S Committee.</p> <p>Flood Strategy and action plan Review: Preparations commenced for full review by October 2023 (WG deadline). Initial public consultation due to commence October 2022.</p> <p>Flood Board continues to meet and provide high level engagement and agreement on key issues.</p> <p>Storm Dennis - major works continue to the structures impacted by Storm Dennis, some will run into the summer of 2023.</p>

Risk Description	Controls & Actions	Risk Rating			Qtr 2 Update 2022/23
		I	L	Rating	
	<ul style="list-style-type: none"> • 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 improvements to our flood assets. 				<p>Tips - regular inspections of tips continue with additional support from consultants and independent additional surveys undertaken on our higher risk tips by The Coal Authority. Defects list created and maintenance work is being prioritised. Some desk studies and scope for ground investigation is being prioritised such that risks can be assessed more quantitatively. Monitoring ongoing at specific locations. Recruitment of dedicated Tip Safety Team continues.</p> <p>Planning submitted for Ph4 Tylorstown anticipate determination by Planning Committee October 2022. Contract at tender award stage. Liaising with Welsh Government regarding funding requirements for 2023/24 FY when the bulk of this contract will be delivered.</p> <p>No change to the risk ratings.</p>

New risks –2022/23

Strategic Risk Register Ref	27
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PEOPLE, PLACES & PROSPERITY
Responsible Officer	Louise Davies

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
If the Council does not have a coordinated response to the growing need for accommodation for our most vulnerable people, including the homeless, refugees/asylum seekers and children and adults with complex specialist needs we may be failing to respond to the needs of the most vulnerable in society.	<p>CONTROLS</p> <ul style="list-style-type: none"> •Housing Support Programme Strategy •Extra Care Strategy & Residential Care Modernisation •CLA reduction strategy •Elimination of profit risk report and property acquisition plan. <p>ACTIONS</p> <ul style="list-style-type: none"> •Establish a project board to develop a strategic medium term plan to meet the accommodation needs for vulnerable people. 	5	3	15	<p>NEW RISK 2022/23</p> <p>The RCT Housing Support Programme Strategy was approved by Cabinet in July 2022 and an action plan to deliver the recommendations is being developed. Work continues to complete the other Corporate Accommodation strategies before presenting for Cabinet consideration during Q3. An RCT Accommodation Programme Board has been convened to ensure the cross-cutting objectives of all strategic plans for adults, children’s and general housing needs are aligned into a cohesive, Corporate delivery plan to meet the accommodation needs of vulnerable people over the next 5 years. This Board has met during Q2 and aims to focus on solutions (internal and external) to meet the needs of vulnerable groups. Options for accommodation, in County, for children looked after are the main priority of the Board into Q3-4.</p> <p>Work continued in Q2 to understand the impact of the cost of living crisis and pressures in the housing market on our ability to move homeless people on from temporary accommodation; this includes the cohort of Ukraine Nationals now living in the County Borough.</p> <p>No change to the risk ratings.</p>

Strategic Risk Register Ref	28
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PEOPLE & PROSPERITY
Responsible Officer	Gaynor Davies

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
<p>If a joined-up and effective approach between schools and the Council is not in place to help support those learners that have become dis-engaged during the pandemic, then there is a risk that these learners could be disadvantaged in the longer term.</p>	<p>CONTROLS Range of LIVE data reports available to AWS service allowing analysis and identification at pupil level of attendance for any period from daily up to full academic year. Comparisons are available over successive academic years, differentiated by cohort in the following areas:</p> <ul style="list-style-type: none"> • Authorised / Unauthorised Absence • Age / NCY Groups • Monitoring absence rates by school • Overall Additional Vulnerability / characteristic of a child (ALN, CLA, FSM etc) <p>Response by the service is based on assessed risk relative to % attendance (Currently threshold set to 60% or below)</p> <p>Additional response on individual cases based on School Referrals based on wellbeing concerns.</p> <p>Corroborating Information / Data: Receipt of live births in RCT every month enabling identification at school age those children who have not applied for a school place. RCT EHE service maintains data related to children educated at home, monitoring the trend. AWS maintains identified CME coming into or leaving the authority on the Capita system.</p>	5	2	10	<p>NEW RISK 2022/23</p> <p>Partial restructure of the Attendance and Wellbeing Service completed on June 6th, 2022. Operational realignment actioned to ensure resources are focused on areas with the highest level of non-attendance. Pilot with EPS PERMA approach currently taking place in 7 schools. Family Engagement Officer Review reported to Cabinet in July 2022 and Cabinet approval for the project to be extended. Wellbeing Working Groups established to look at areas for review with draft strategy being compiled.</p> <p>Increased financial pressures on schools may place the match funding arrangements for Family Engagement Officers and step 4 provisions at risk. This will need to be closely monitored to ensure that is not the case. A Team Around the School approach will be piloted to provide effective support and challenge to schools where there are concerns in relation to rates of school attendance/exclusion.</p>

Risk Description	Controls & Actions	Risk Rating			Qtr 2 Update 2022/23
		I	L	Rating	
	<p>ACTIONS</p> <p>Strengthen process to monitor the status of children living within the RCT boundary that receive education in a school in neighbouring Authorities.</p> <p>Strengthen the relationship between the LA and EHE families and communities in line with the proposed WG guidance.</p> <p>Enhance the use of data reports amongst AWS staff to ensure that non-attenders or poor-attenders are closely monitored by schools and AWS where necessary with effective interventions put in place.</p> <p>Re-align the AWS service (Sept 2022) to offer Cluster based working with a focus and additional resources provided to Clusters with the highest number of poor attendees.</p> <p>Utilising approaches and tools designed by our Education Psychology Service e.g. PERMA to triangulate the wellbeing interventions of schools, AWS and EPS to better support pupils where low attendance is often a symptom of poor wellbeing.</p> <p>Continued rollout of Family Engagement Officers amongst schools and development of Community Focused Schools to ensure effective engagement with learners, their families and communities.</p> <p>Development of a 3 year strategic plan for wellbeing.</p>				

Strategic Risk Register Ref	29
Alignment with Corporate Plan Priorities / Cross-Cutting Themes	PEOPLE & PLACES
Responsible Officer	Louise Davies

Risk Description	Controls & Actions	Risk Rating Qtr 2 2022/23			Qtr 2 Update 2022/23
		I	L	Rating	
<p>If the Council does not have a strategic approach to fulfilling its counter terrorism duties set out in the Counter Terrorism and Security Act 2015 and new Welsh Government Contest Strategy launched in 2021 there is a legal, financial and reputational risk to the Council in the event of a terrorist attack or incident in RCT</p>	<p>CONTROLS</p> <ul style="list-style-type: none"> • Protective Security Preparedness Group (PSPG) established • Regional CONTEST Board in place • CHANNEL Panel in place • PREVENT Co-ordinator identified <p>ACTIONS</p> <ul style="list-style-type: none"> • Terms of Reference and Operation of the PSPG to be reviewed to ensure it is meeting statutory requirements • Develop an RCT PREVENT Strategy • Consider the recommendations emerging from the Manchester Arena Public Inquiry and reflect on RCT arrangements (including capacity of specialist staff) as required 	5	2	10	<p>NEW RISK 2022/23</p> <p>The CONTEST Board and CHANNEL Panels continue to operate effectively for RCT. The capacity of the Council to fulfil the new and emerging requirements of the Wales CONTEST Strategy require review in order to ensure they are adequate and resilient. The RCT PSPG is in place although work is required to ensure its scope and membership ensure effective discharge of current and emerging statutory duties. A training programme for key managers and officers in relation to the work of the PSPG commenced in Q2 and will be completed in Q3. These aim to ensure wider understanding of the role of the PSPG and individual duty holders across the Council. A summary of feedback from those events will be considered by SLT members in Q3 and will be used to finalise the terms of reference of the RCT PSPG. The final recommendations of the Manchester Arena Public Inquiry have still not been published.</p> <p>No change to the risk ratings.</p>