

Meeting of:	<b>Governance and Audit Committee</b>
Date of Meeting:	<b>Monday, 24 October 2022</b>
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Corporate Risk Register Quarter 1 Update
Purpose of Report:	To update Governance and Audit Committee on the quarter 1 position of Corporate Risks for April 2022-June 2022 contained within the Corporate Risk Register as outlined in the Corporate Risk Summary Report.
Report Owner:	Tom Bowring, Director of Resources
Responsible Officer:	Tom Bowring, Director of Resources
Elected Member and Officer Consultation:	Consultation has been undertaken with designated Corporate Risk Owners and the Strategic Leadership Team.
Policy Framework:	The proposals are within the Council's Policy Framework.
<b>Executive Summary:</b>	
<ul style="list-style-type: none"> <li>This report provides members with an overview of the Corporate Risk Register for Quarter 1 (April 2022-June 2022). A risk analysis is incorporated within the Corporate Risk Summary Report (<a href="#">Annex A</a>). This enables officers and Members to identify and assess trends and the cross-cutting nature of risks with the ability to drill down to the detail of risks as and when required.</li> </ul>	

## Recommendations

1. Note the Quarter 1 position of corporate risks (April 2022-June 2022) outlined in the Risk Summary Report ([Annex A](#))
2. Recommend to Cabinet the removal of the Deprivation of Liberty Safeguards and the WCCIS risks and recommend the inclusion of Cost-of-Living risk and the reframing of the Environmental Sustainability risk to Project Zero on the Register.
3. Refer any other comments to Cabinet for their consideration and endorsement at the meeting when Cabinet will consider a report on the Corporate Risk Register for quarter 1.

## Reasons for Recommendations

1. To identify the quarter 1 position of corporate risks across the Council and highlight any emerging issues and actions to be taken as outlined in [Annex A](#).
2. To ensure that the Register accurately reflects the evolution of risks and the emerging risk landscape.
3. To ensure Cabinet receives the comments of the Governance & Audit Committee when considering the quarter 1 position.

## 1. Background

- 1.1 Corporate Risk is managed via the Corporate Risk Register. To supplement this, a risk analysis in the form of a Corporate Risk Summary Report ([Annex A](#)) provides a concise way of identifying the headline issues and risk considerations. In presenting the information in this way, it enables officers and Members to be able to have a good overview of the status of risks across the Register as well as the emerging issues whilst giving them the ability to drill down to the detail if required.

## 2. Key Issues for Consideration

- 2.1 The Corporate Risk Summary Report ([Annex A](#)) is split into the following sections:
- 2.2 **Section 1 Risk Descriptions:** This section details each risk listed on the Register along with a brief description of the risk in terms of its scope. More detailed descriptions of the multiple facets of each risk relative to each of the risk categories (of Political & Legislative, Resources, Service Delivery & Well-being and Reputation) are provided in the Register itself. Within Section 1 of the report officers and members can drill down to the detail of individual risks in the Register quickly and easily by using the document link to the relevant Appendices in the report. This section also explains the risk scoring definitions in terms of what is meant by an inherent, residual and effectiveness of control risk score. It also outlines the risk scoring matrix that is used to score residual risk and a risk scoring mechanism for scoring the effectiveness of our controls.

- 2.3 Section 2 Corporate Risk Register Summary:** provides an overview of all the corporate risks in the Register in terms of their inherent score, effectiveness of control score and residual score and provides an outline of the direction of travel for both current and forecast. This section of the report provides an analysis of the emerging risk issues associated with risks on the Register.
- 2.4 Section 3 Overall Risk Heat Map:** uses a risk matrix quadrant to plot the residual risk scores in terms of likelihood and impact for each corporate risk in order to illustrate the distribution of corporate risks on the heat map. This section flags any key trends or issues in relation to the distribution of risk on the matrix.
- 2.5 Section 4 Thematic Heat Map:** uses a similar risk matrix quadrant to plot the residual risk scores for each corporate risk by risk category. This provides a more holistic illustration of the distribution of risk by the different risk categories enabling a better understanding of the inter-relationship between risk themes. This also enables officers and members to view risk in a more cross-cutting/strategic light to identify if there is any need to address facets of risk through council-wide mitigating activity.
- 2.6 Section 5: Corporate Risk Analysis:** This provides an overview and analysis of key aspects of risk in terms of the key risk issues to note in relation to the status of risks, direction of travel, forecast direction of travel and evolving risk developments .
- 2.7 Section 6 Risk Management Plan:** Provides an overview of the progress made against the Risk Management Plans for each Corporate Risk. There is a Risk Management Plan aligned to each Corporate Risk that contain a series of actions to help mitigate the risk. By monitoring the status of these Risk Management Plans and in particular the RAG status of the mitigating actions we are able to identify areas where progress against actions is having a positive effect or in some cases is having a negligible effect. Equally the Risk Management Plan enables officers and members to flag risks where progress against actions has been slow/which may warrant further investigation.
- 2.8 Section 7 Risk Action Exceptions:** This section provides reporting by exception (i.e. mitigating actions aligned to each corporate risk that have been assigned a red status for their progress). This enables officers and members to quickly identify and interrogate actions reporting a red status in relation to each risk. It lists each corporate risk and any corresponding actions that have a red RAG status and provides the corresponding commentary relating to that quarter.
- 2.1** There are 18 corporate risks on the Register. During the quarter 1 period, 4 risks scored high, 4 risks medium/high, 8 risks scored medium and 2 risks scored medium/low position on the Register. There are two revisions to the Register. A cost-of-living risk has replaced the previous welfare reform risk and has been allocated a high (12) status on the Register. Project Zero replaces the environmental sustainability risk but continues to maintain a medium (6) risk status.

- 2.2** There have been some movements in risk statuses during the first quarter of the year. In terms of direction of travel, most risks on the Register have maintained a static position, with the exception of the school reorganisation, workforce risks that have increased and the information security, Covid and Deprivation of Liberty Safeguards and WCCIS risks that have decreased over the period.
- 2.3** In terms, of forecast direction of we anticipate that the legislative change and local government Reform and integrated health and social care risks are forecast to diminish over time. The Reshaping Services, Project Zero, market fragility and demand management risks are all anticipated to maintain an upward trajectory. Given that the primary risks associated with the Deprivation of Liberty Safeguards and WCCIS risks have diminished during the quarter it is recommended that both risks are removed from the Register and instead oversight of these risks is maintained at the service level.
- 2.4** Good progress has been made during quarter 1 in relation to mitigations (actions) associated with the Risk Management Plans across all aspects of the Register. In total there are 337 mitigating actions currently being monitored via the Register, the majority of which are also aligned to a Corporate Plan activity. During quarter 1, we have been able to assign a RAG status to 334 of these mitigating actions. Where it has not be possible to note a RAG status for an action, this is noted as N/A (not applicable) against the action in the Risk Management Plans.
- 2.5** At the end of quarter 1, a total of 94% (314) actions were Green (on track/completed) and 1.8% (6) were allocated an amber status for minor slippage and 4.2% (14) were allocated a red status to reflect slippage.
- 2.6** The Corporate Risk Summary Report is attached at [Annex A](#) . The Corporate Risk Register is published in full as [Annex B](#) which outlines the nature of each Corporate Risk in full.

### **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** Risk Management is an intrinsic part of corporate governance and integrated business planning which underpins the delivery of the Council's Corporate Plan and its Well-being Outcomes. Our Corporate Plan has been structured around the Well-being of Future Generations (Wales) Act 2015, through the development of four Well-being Outcomes and eight Well-being Objectives. By aligning our Well-being Outcomes in the Corporate Plan with the Well-being Goals of the Act, this will enable us to better evidence our contribution to the Goals.
- 3.2** Corporate Risks are considered in the context of the Well-being of Future Generations in terms of their potential impact on our ability to deliver /meet the Well-being Goals. The multi-faceted nature of risk means they have the potential to impact on how we deliver our priorities within the Corporate Plan and ultimately impact on our ability to meet/deliver on the Well-being Goals. A failure to identify the different facets of risk and mitigating actions using the five ways of working puts us in a more vulnerable position in terms of our ability to

manage the risks and could significantly impact on our ability to evidence our contribution to meeting the Well-being Goals into the longer term. For example, the Welfare Reform risk cuts across five of the seven Well-being Goals in relation to a Prosperous Wales, A Resilient Wales, A Healthier Wales, A More Equal Wales and a Wales of Cohesive Communities with multiple aspects of risk associated with Welfare Reform that have the potential to impact on our ability to contribute to these Goals. For instance, the social impact of welfare reform could impact on tenant's health and their ability to heat their homes, live in good quality housing, and feed themselves which directly impacts on the Healthier Wales and Cohesive Communities Goals. Equally there is the risk that welfare reform could have a detrimental impact on citizen's finances and their ability to sustain tenancies, access employment opportunities and pay bills. Collectively these could have an impact on our ability contribute to developing a Resilient Wales, Prosperous Wales, a More Equal Wales, and Cohesive Wales Goals.

- 3.3** The five ways of working are also a key consideration in relation to our corporate risks as a key part of managing the risk involves developing a Risk Management Plan that identifies the mitigating actions that have a focus on the long term, prevention, integration, collaboration and involvement.

## **4. Climate Change and Nature Implications**

- 4.1** Within the Risk Register there is a corporate risk referred to as Project Zero. This corporate risk is defined as the failure to reduce our carbon footprint and mitigate against the impact/effects of climate change. The Project Zero risk identifies a wide range of climate change/nature related risks that are monitored and reviewed every quarter to ensure they reflect any emerging areas of risk/issues. The Project Zero risk has a Risk Management Plan that contains all risk related actions that will be undertaken during the year in order to further mitigate the associated risks and impact on climate change and the nature emergency. These risk actions are aligned to our Service Plans and the Annual Delivery Plan, which in turn are aligned to the Council's climate change programme of work known as 'Project Zero' and the associated climate change challenges as outlined in the Climate Change Challenge Plan. Monitoring risk in this way enables us to not only assess progress being made in relation to risk activity, but to also understand its contribution to the wider Project Zero programme.
- 4.2** Monitoring the Project Zero risk also provides an opportunity throughout the year for officers to consider any further mitigating actions that will enable us to further minimise the adverse consequences of our activities.

## **5. Resources and Legal Considerations**

### **Financial**

- 5.1** Managing and reducing risks effectively helps to prevent unnecessary expenditure for the Council, reduces the potential for insurance claims and rising premiums.

## **Employment**

- 5.2** There are no direct workforce related implications associated with this report. However, there are risks contained within the Register that if not effectively managed has the potential to impact on our staff establishment. By managing these risks effectively, we are in a stronger position to offer better protection to our staff.

## **Legal (Including Equalities)**

- 5.3** Identifying, managing and reducing any risk effectively mitigates against potential legal challenge.

## **6. Background Papers**

[Corporate Risk Management Strategy](#)



VALE OF GLAMORGAN COUNCIL

CORPORATE RISK SUMMARY REPORT

QUARTER 1 APRIL 2022- JUNE 2022



Strong  
Communities  
with a Bright  
Future

## RISK DESCRIPTIONS & DEFINITIONS

Risk Ref	Risk	Scope
CR1	<b>Reshaping Services</b> <b>Appendix 1</b>	Risk that the Council fails to deliver the Reshaping Services Programme and does not utilise alternative methods of service delivery and other approaches to mitigate the impact of budget reductions and demand for services which could result in further cuts to services impacting on their availability and quality.
CR2	<b>Legislative Change &amp; Local Government Reform</b> <b>Appendix 2</b>	Inability to appropriately respond/adapt to new and emerging legislative change and reform developments across the breadth of Council services.
CR3	<b>School Reorganisation &amp; Investment</b> <b>Appendix 3</b>	Inability to invest in improving and developing the quality of our school buildings. This could result in schools no longer being 'fit for purpose' and not meet the Welsh Government's '21 <sup>st</sup> Century Schools' agenda. Failure to effectively plan and provide sufficient school places to meet demand in relation to both English and Welsh Medium provision.
CR4	<b>Waste</b> <b>Appendix 4</b>	Failure to fund the national waste agenda and its associated targets.
CR5	<b>Workforce Needs</b> <b>Appendix 5</b>	Inability to anticipate and plan for workforce needs in the future in order to meet the changes in demand and provision of services. (Risk links to Reshaping risk and legislative reform risk)
CR6	<b>Information Security</b> <b>Appendix 6</b>	Failure to implement adequate information management controls and systems across the Council.
CR7	<b>Project Zero</b> <b>Appendix 7</b>	Failure to reduce our carbon footprint and mitigate against the impact/effects of climate change.
CR8	<b>Cost of Living</b> <b>Appendix 8</b>	The inability to effectively target our resources to reach those most in need and in particular to identify any areas of unmet need and the impact this has on demand management for our services. Risk to the Council's ability to maintain levels of service delivery and has the potential to disrupt our ability to achieve our wellbeing objectives and our key priorities.
CR9	<b>Public Buildings Compliance</b> <b>Appendix 9</b>	Failure to comply with our statutory responsibilities for ensuring the health, safety and welfare of both our staff and citizens when using Council owned and leased assets.
CR10	<b>Safeguarding</b> <b>Appendix 10</b>	Failure to meet our statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse.
CR11	<b>Integrated Health &amp; Social Care</b> <b>Appendix 11</b>	Inability to develop, commission and implement alternative models of service delivery that fully integrate how we deliver health and social care services across organisational boundaries and on a regional footprint.
CR12	<b>DoLS</b> <b>Appendix 12</b>	Failure to effectively safeguard adults who are at risk of deprivation of liberty.
CR13	<b>WCCIS</b> <b>Appendix 13</b>	Failure to fully maximise and mobilise WCCIS functionality to ensure full implementation/development of the system across Social Services and over a regional footprint.
CR14	<b>Brexit</b> <b>Appendix 14</b>	Failure to effectively identify and respond to the changing policy and legislative landscape as a result of 'Brexit' and the impact this has on our ability to deliver services to our citizens.
CR15	<b>Additional Learning Needs (ALN)</b> <b>Appendix 15</b>	Capacity and capability to effectively meet the Additional Learning Needs of our learners from birth to 25. The key driving forces associated with this risk relate to growth in demand, our capacity and financial viability to meet growing needs which have been further compounded by the impact of new responsibilities and duties arising from the ALN Act.
CR16	<b>COVID-19</b> <b>Appendix 16</b>	Ability to address longer term impact of COVID on our services, citizens and communities. E.g. downturn in the economy, unemployment, poverty, lower educational attainment, long term health and social care issues, as well as the emergence of inequalities across BAME groups.
CR17	<b>Market Fragility</b> <b>Appendix 17</b>	Market fragility describes the weaknesses/vulnerabilities in the social care sector to provide social care services. Most of these vulnerabilities relate to operational capacity linked to financial and/or workforce related challenges.
CR18	<b>Demand Management &amp; Service Capacity</b> <b>Appendix 18</b>	The key risk aspects of this risk can be defined as insufficient social care capacity to meet the significant growth in demand for social care services. This is not just in the context of the volume of demand, but also the severity and complexity of need.



## CORPORATE REGISTER SUMMARY

The table below provides a summary of the Corporate Risks broken down by their risk status in terms of their inherent (pre-control) risk score, the control risk score (how effectively the controls are managing the risk) and the residual risk score (post-control score). The table also gives an outline of each risk's direction travel, in terms of whether the risk is escalating or reducing as well as forecasting its future direction of travel.

**Direction of travel** compares residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/ decreasing or staying static.

**Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it

↑ Risk increasing, ↓ Risk is decreasing, ↔ Risk remaining static

## Risk Scoring Definitions

### Inherent and Residual Risk Scoring

The Inherent Risk defines the risk score in a pre-control environment i.e. what the risk would look like (score) without any controls in place to manage the risk. The Residual Risk can be defined as the subsequent risk score as a consequence of applying controls to mitigate this risk.

Both inherent and residual risks are defined by two variables the Likelihood of the risk occurring and the Possible impact of that risk occurring. The higher the score allocated for the risk the higher the overall risk status.

Possible Impact or Magnitude of Risk	Catastrophic	4 <i>MEDIUM</i>	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 <i>MEDIUM/LOW</i>	6 <i>MEDIUM</i>	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 <i>MEDIUM</i>	6 <i>MEDIUM</i>	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 <i>MEDIUM/LOW</i>	4 <i>MEDIUM</i>
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		Very Unlikely	Possible	Probable	Almost Certain
Likelihood/Probability of Risk Occurring					

See matrix below:

### Effectiveness of Controls Score

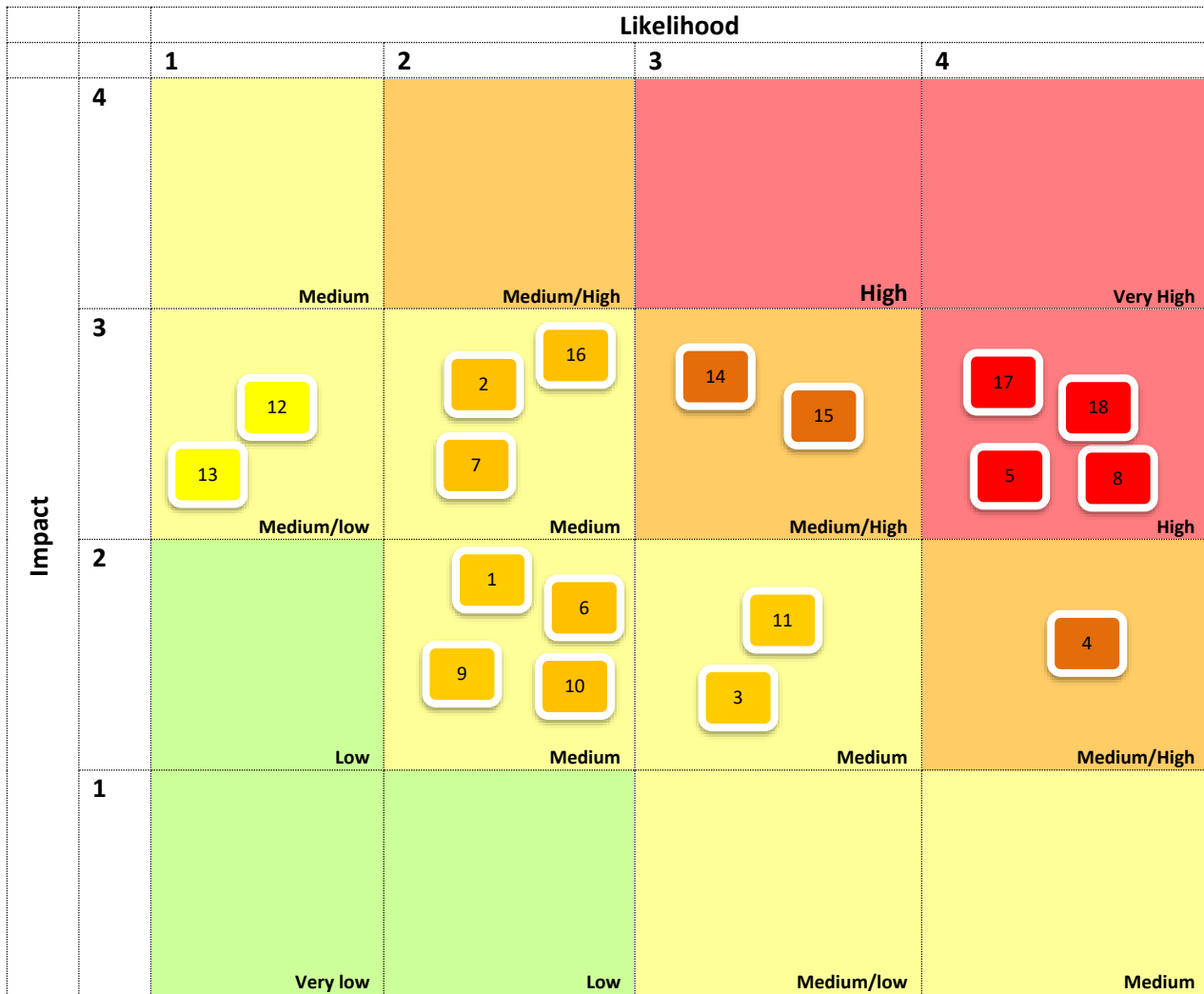
Controls can be scored 0-4 in terms of their effectiveness at controlling risk in terms of likelihood and impact. Zero implies poor control of the risk whereas a four would suggest controls in place are highly effective. This is based on scoring how effective the controls are at reducing a) the likelihood of and b) the impact of the risk. See table below

Score	Effectiveness of control
0	Very Low control of the risk
1	Low control of the risk
2	Medium control of the risk
3	High control of the risk
4	Very high control of the risk

## RISK HEAT MAP

The heat map below uses a risk matrix quadrant to plot the residual risk scores (based on likelihood and impact) of each Corporate Risk to provide an illustration of the groupings of risks within the heat map.

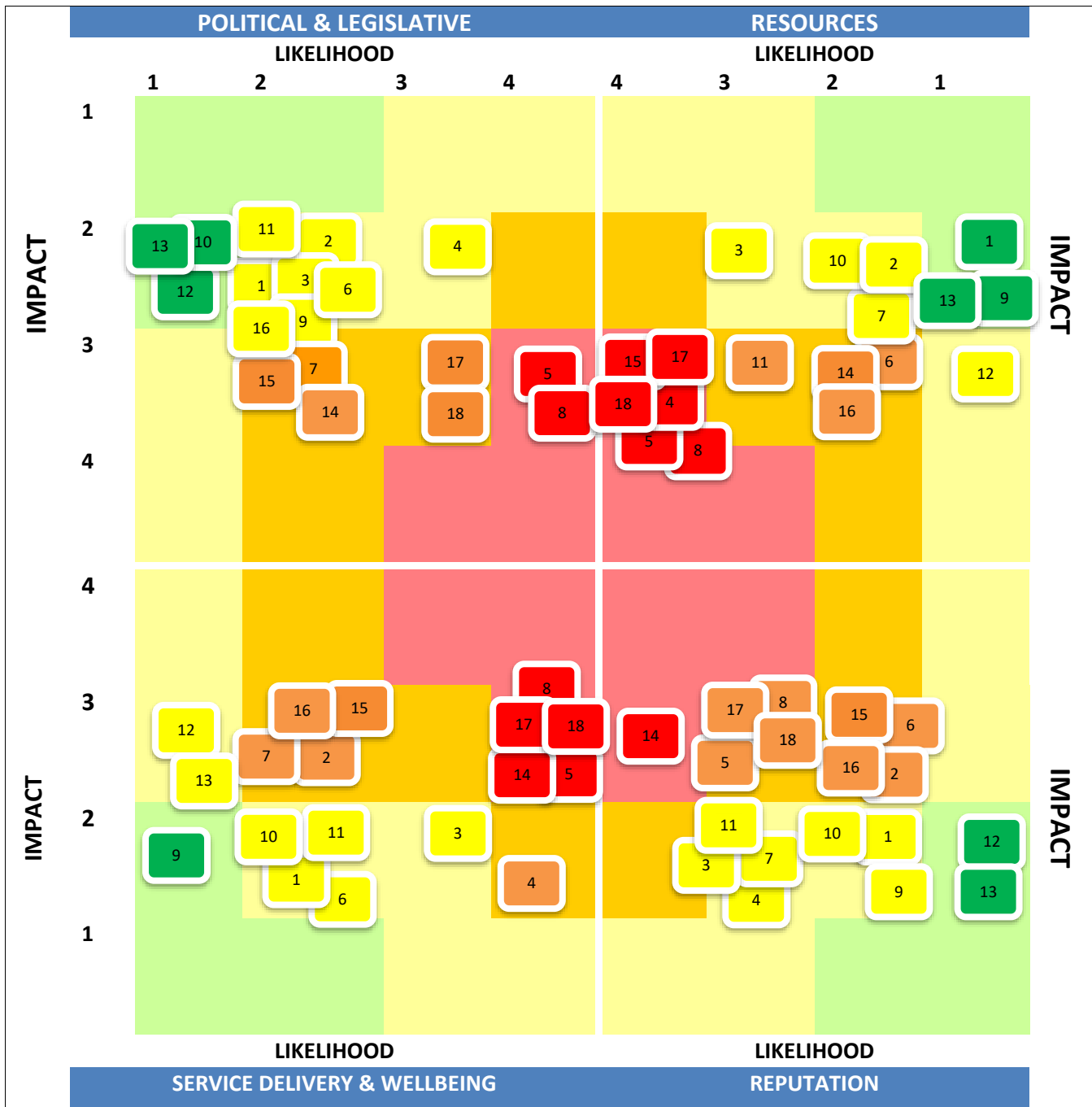
Risk Ref	Risk	Inherent Risk Score	Effectiveness of Controls score	Residual Risk Score			Direction of Travel	Forecast Direction of Travel
				Likelihood	Impact	Total		
1	Reshaping Services	9 (M/H)	4 (M)	2	2	4 (M)	↔	↑
2	Legislative Change and Local Government Reform	12 (H)	2 (M/L)	2	3	6 (M)	↔	↓
3	School Reorganisation & Investment	12 (H)	2 (M/L)	3	2	6 (M)	↑	↔
4	Waste	12 (H)	2 (M/L)	4	2	8 (M/H)	↔	↔
5	Workforce Needs	12 (H)	1 (L)	4	3	12 (H)	↑	↔
6	Information Security	12 (H)	4 (M)	2	2	4 (M)	↓	↔
7	Project Zero	12 (H)	4 (M)	2	3	6 (M)	↔	↑
8	Cost of Living	12 (H)	1 (L)	4	3	12 (H)	N/A New risk	↔
9	Public Buildings Compliance	9 (M/H)	4 (M)	2	2	4 (M)	↔	↔
10	Safeguarding	9 (M/H)	4 (M)	2	2	4 (M)	↔	↔
11	Integrated Health and Social Care	9 (M/H)	4 (M)	3	2	6 (M)	↔	↓
12	Unauthorised Deprivation of Liberty Safeguards	9 (M/H)	6 (M)	1	3	3 (M/L)	↓	↔
13	Welsh Community Care Information System (WCCIS)	12 (H)	6 (M)	1	3	3 (M/L)	↓	↔
14	Brexit	12 (H)	2 (M/L)	3	3	9 (M/H)	↔	↔
15	Additional Learning Needs	9 (M/H)	2 (M/L)	3	3	9 (M/H)	↔	↔
16	COVID-19	12 (H)	2 (M/L)	2	3	6 (M)	↓	↔
17	Market Fragility	12 (H)	1 (L)	4	3	12 (H)	↔	↑
18	Demand Management & Service Capacity	12 (H)	1 (L)	4	3	12 (H)	↔	↑



Risk Reference Glossary							
1	Reshaping Services	6	Information Security	11	Integrated health & Social Care	16	Covid-19
2	Legislative Change & Reform	7	Project Zero	12	Deprivation of Liberty	17	Market fragility
3	School reorganisation & investment	8	Cost of Living	13	WCCIS	18	Demand Management
4	Waste	9	Buildings compliance	14	Brexit		
5	Workforce Needs	10	Safeguarding	15	Additional Learning Needs		

## THEMATIC RISK HEAT MAP

This heat map groups risk scores by the thematics of political and legislative, resources, service delivery and wellbeing and reputation.



### LIKELIHOOD

Risk Reference Glossary							
1	Reshaping Services	6	Information Security	11	Integrated health & Social Care	16	Covid-19
2	Legislative Change & Reform	7	Project Zero	12	Deprivation of Liberty	17	Market fragility
3	School reorganisation & investment	8	Cost of Living	13	WCCIS	18	Demand Management
4	Waste	9	Buildings compliance	14	Brexit		
5	Workforce Needs	10	Safeguarding	15	Additional Learning Needs		

## RISK ANALYSIS

The section of the report provides an analysis of the position of risks on the Corporate Risk Register in terms of their overall risk status including their congregation on the heat maps, direction of travel and their and forecast trajectory. This section of the report also draws attention to corporate risks that are emerging/evolving which require further analysis.

### Risk Overview

Four risks score high, four risks score medium/high, eight risks score medium and two risks score medium/low on the Register.

There are two new additions to the Register. A cost-of-living risk has replaced the previous welfare reform risk and has been allocated a high (12) status on the Register. Project Zero replaces the environmental sustainability risk but continues to maintain a medium (6) risk status.

### Direction of Travel:

Most risks on the Register have maintained their static position during the period. There are six exceptions as follows:

- **School Reorganisation risk** has increased from a risk score of 4 to a risk score of 6 during the period but has maintained its overall medium status on the Register. Band B of the Sustainable Communities for Learning Programme is ending with over 80% of projects being completed. However, the remaining projects have seen an increase in projected final costs to deliver the schemes which is impacting on the available funding. The Council aims to continue to expand the development programme to include the next tranche of schools. S.106 funding is unable to cover the expected costs of the next tranche of projects. This is further exacerbated by limited capital funding available. This has been caused by inflationary pressures on the capital funding pot leading to concerns on the likely amount of borrowing required to fund new schemes.
- **Workforce risk**- has increased from medium/high (8) position to a high status (12) in reflection of the escalating workforce capacity pressures being widely experienced across the Council that are being further compounded by the cost-of-living crisis.
- **Information security risk**- has decreased slightly from its previous risk score of 6 to a residual risk score of 4 but has continued to maintain its medium position on the Register. The reduction in risk score reflects that the new ransomware protection software has been implemented and is now fully operational. Despite this reduction, the threat landscape remains an area of concern and requires ongoing monitoring to review and assess what further mitigations may be required.
- **Covid risk**- has decreased from a medium/high (8) position to a medium (6) status during the period in response to the changing risk landscape. Qtr1 saw the removal of all remaining public health requirements. This included the removal of the last element of the emergency legislation (30<sup>th</sup> May 2022) that will integrate our Covid-specific approaches including TTP into public health response for communicable diseases. However, the Welsh Government has highlighted the need to remain vigilant leading into the Autumn/Winter months and it is poised to scale up their response in the event of an emergence of another Covid urgent scenario. Although the threat at the community level has diminished, the legacy Covid has left remains an area of concern. Whilst the immediate emergency situation has dissipated, Covid continues to have an impact on our resources in terms of staff absences and on our budgets. Welsh Government grants are no longer available but the lasting impact of Covid continues to be felt across service areas in terms of how we resource our services, especially in areas such as social care where demand for care and support services has significantly increased. Although, the immediate risk of Covid has decreased, the Council is mindful that the situation can change rapidly, so it will continue to maintain a watching brief on Covid developments.
- **DoLS and WCCIS risks** have also reduced their risk status from a medium/high to a medium/low (3) position on the Register. DoLS has seen a marked reduction in its risk status in response to the significant reduction in the waiting list for assessments. Preparatory work continues to be made in readiness for the Code of Practice that is soon to be published by the Welsh Government. It is anticipated that following the publication of the Code of Practice this risk will further reduce as the new LPS arrangements begin to bed in. It is recommended that the DoLS risk be removed from the Register. There will continue to be oversight of this risk through regular reporting

to the Healthy Living and Social Care Committee, Governance and Audit Committee and the Regional DoLS Board. This risk will also continue to be monitored at the service level.

- The WCCIS risk has substantially reduced as a result of the recent system upgrade. This upgrade has improved both the reliability and stability of the system and consequently has enhanced its performance. The NHS Wales Informatics Service National Board continues to effectively oversee the system's development and addresses any emerging issues. The remaining residual risk relates to the impact from regional partners not adopting the system which in turn could impact on the true potential of the system not being fully realised. Although, this continues to remain a real concern, it has not detracted from the positive progress that has been made to date with the system's development. The adoption by regional partners will continue to remain an area of ongoing oversight. Given the medium/low status of the risk, it is recommended that the risk be removed from the Register and that this risk and any developments in relation to adoption by regional partners continues to be monitored at the service level.

### **Forecast Direction of Travel:**

During the quarter 1 period, the forecast direction of travel statuses are as follows:

#### ***Risks forecast to diminish***

- Legislative Change and Integrated Health and Social Care risks are forecast to drop.
- It is forecast that **the Legislative Change and Local Government Reform risk** will begin to decrease over time, as some duties outlined in the Local Government and Elections (Wales) Act 2021 have come into force are now being implemented. This risk is likely to decrease further once the remaining duties of the Act begin to bed in.
- The **Integrated Health and Social Care** risk is forecast to maintain its downward trajectory over time now that the focus has shifted towards the development and implementation of a new 'Alliance Model.' The Welsh Government recently published its Strategic Priorities for Primary Care (SPPC), which includes an Accelerated Cluster Development, which will further reinforce our Alliance approach in delivering integrated Health and Social Care services. The Welsh Government's SPPC (that includes the Accelerated Cluster Development) is very similar to that of the Vale Alliance model, so it is hoped this aspect will be complementary in further accelerating the pace of embedding an integrated pathways across health and social care.

#### ***Risks forecast to escalate***

- Reshaping Services, Project Zero, Market Fragility and Demand Management are all forecast to increase over the coming year.
- The **Reshaping Services** risk has the potential to escalate over time, specifically in relation to the resources. As economic uncertainty and inflation have taken hold, we are likely to see increased pressure on our financial resources and the need for our transformation programme to play a greater part in making financial savings. Our focus going forward will be looking to refresh our Medium-Term Financial Strategy with consideration of transformation at its heart as part of our overall budget setting process.
- **Project Zero** continues to maintain its upward trajectory in response to the scale of both organisational and community change needed to reach our net zero goal by 2030. The Council continues to make good progress with its Climate Change Challenge Plan, but significant further work is needed to maintain momentum to ensure that we can deliver the actions as set out in the plan. This risk has the potential to escalate over time if other issues/risks impact on our ability to progress our Challenge Plan actions in a timely way. The greatest threat to Project Zero delivery at present is the cost of living crisis. There is concern that as our focus and resources are spent on tackling the immediate issues associated with rising cost of living that this has the potential to distract us away from progressing our Challenge Plan priorities. Equally the cost of living presents a financial threat to our budgets, which in turn could impact on our ability to maintain the impetus of Project Zero and in particular delay/prevent us from investing in Project Zero capital work programmes and investment in sustainable buildings, equipment and ways of working. There is also the risk that the rising cost of living will impact on our ability to empower citizens to change their behaviours and take an 'active role' in achieving our net zero goals. With the rising cost of energy, there is the risk that some citizen's will opt to burn materials not suitable for open fires and log burners (e.g coal, wet wood and other waste materials). This in turn lead to even greater levels of pollutants in the air known as PM2.5. The World Health Organisation has identified it as the most serious air pollutant for

human health<sup>1</sup>. DEFRA (Department for Environment, Food and Rural Affairs) recognises that PM2.5 produced from wood burning can be hazardous to health and from the 1<sup>st</sup> of May 2021 banned the sale of wet wood and coal<sup>2</sup>. Similarly the Welsh Government have raised concern with domestic fuel burning in relation to PM2.5 air pollution. The Welsh Government are also taking steps through their [Clean Air Plan for Wales: Healthy Air, Healthy Wales](#) to reduce air pollution where one of their actions will focus on prohibiting the sale of wet wood and coal. It is anticipated that this ban will come into force during 2023<sup>3</sup>.

- The burning of unsuitable materials such as wet wood, and other flammable waste materials further increases levels of tiny particle pollution in the air and in light of the costs of living crisis there is a concern that some households will opt to acquire unsuitable waste products to burn as a free alternative source of fuel.
- **Market Fragility and Demand Management** risks remain on an upward trajectory in response to the ongoing capacity pressures facing both the Council and the externally commissioned care market. Despite putting a raft of measures in place, they are not able to fully mitigate against the capacity and demand pressures facing social care.

### Heat Maps Overview

- The heat map for quarter 1 shows that the greatest number of risks continue to congregate at a medium status. However, during the period, we have begun to witness the movement of some medium/high risks into the high quadrant of the of the heat map in relation to the workforce and cost of living risks.
- In relation to the risk categories, the majority of risks continue to congregate around medium across all risk categories. However, we are beginning to see a greater concentration of red (high) status risks in the resources and service delivery-based aspects of risks particularly in relation to the workforce, waste, cost of living, Brexit, ALN, market fragility and demand management risks .
- The cost-of-living risk is high (residual score of 12) across three of the four risk categories for political/legislative, resources and service delivery and wellbeing aspects of the risk. This reflects the scale and cross-cutting impact the crisis is having not just on the Council but on our communities as a whole.
- Brexit continues to maintain its high status (residual risk of 12) across two risk categories (service delivery and wellbeing and reputation) reflecting the continued uncertainty around Brexit particularly in relation to supply chain pressures and the impact this has on service delivery and the potential impact it could have on our public reputation.
- The workforce risk is in the high category of the quadrant (with a residual score of 12) across three risk categories (Political & Legislative, Service Delivery & Well-being and Reputation) this reflects that staff capacity and turnover are a primary concern affecting multiple aspects of our business.
- Both the market fragility and demand management & service capacity risks maintained a high-risk status (12) across all four risk categories. Despite putting a series of controls in place there are ongoing challenges that are outside our control and as such the controls we have put in place are having a limited impact on the risk overall.

### Update on evolving/emerging risks

#### Market fragility risk

The market fragility risk has continued to maintain its high-risk status (12) during the quarter 1 period. In light of the current capacity pressures facing the market we anticipate that this risk position is likely to remain unchanged and has the potential to escalate further over time in light of cost-of-living pressures.

#### Key drivers and developments:

- Issues around external workforce capacity continue to drive this risk forward. There are significant recruitment and retention difficulties within both domiciliary care and residential care positions. There continue to be external providers in escalating concerns, where close monitoring is taking place.

---

<sup>1</sup> DEFRA Press Release, [Restrictions on sale of coal and wet wood for home burning begin](#), 1<sup>st</sup> May 2021

<sup>2</sup> DEFRA Press Release, [Restrictions on sale of coal and wet wood for home burning begin](#), 1<sup>st</sup> May 2021

<sup>3</sup> Welsh Government, [Clean Air Plan for Wales: Healthy Air, Health Wales](#), August 2020

- The cost-of-living crisis is further exacerbating fragility of the market, as inflationary pressures from rising energy prices and rising staffing costs are compounding the volatility of the sector that already has workforce capacity issues.
- Although no further settings have closed in the period, there is a continued risk of instability in the external care market where inflationary pressures could make businesses less viable resulting in more settings closing.
- Capacity of commissioned external providers remains challenging. The lack of capacity within external provider market has the potential to impact on Adult and Children and Young People services in terms of managing risk which in turn adds additional workload pressures to ensure citizen's care and support needs are being met.
- A combination of all these above factors challenges the stability and financial viability of the sector.

#### **Update on mitigations to this risk:**

- The Council continues to work closely with our external care providers to look at ways to stabilise the sector. We continue to actively engage with providers to discuss capacity and potential solutions.
- Within Children and Young People Services, work is progressing on the development of children's residential provision in the Vale, with two residential developments on track to go live by year end.
- To enhance recruitment of domiciliary and care home staff we have continued to embed our fast-track recruitment programme in the Vale that has enabled us to recruit and train new starters in tandem, so that they become work ready quicker. Cohort one of seven has completed, with all candidates finding employment within the sector. Cohort 2 have completed the programme and are now going through the interview stages of prospective employment. The third cohort of candidates have been enrolled and commenced their Fast Track programme at the end of June.
- Work continues to progress well with converting providers to the Your Choice scheme, with first reconciliations taking place and new packages commencing on the scheme. We have met with the next provider to discuss the Your Choice scheme and agree that reviews can commence for their existing packages. This is a large provider in the Western Vale so it is anticipated it will take a number of weeks to convert all their packages over to Your Choice.

#### **Demand Management Risk**

This Risk has maintained its heightened high-risk status (12) during the period. The growth in demand for our services continues to be a significant issue for Social Services. We do not anticipate that demand for our services will diminish, therefore we forecast that this risk will maintain its high-risk status into the medium term.

#### **Key drivers and developments:**

- The rising numbers of children, young people and adults presenting with increasingly more complex needs continues to be a driving force behind this risk.
- Demand for social work assessments through our Integrated Discharge Service remains high resulting in waits for allocation and assessment. We also continue to witness patients being discharged from hospital requiring packages of care, which puts our services under additional strain with an increased demand for either reablement packages or residential care.
- The legacy of the pandemic continues to have an impact on demand management with the delayed presentation of care needs by citizens. This has impacted on our ability to signpost citizens to preventative services at the earliest opportunity and consequently we are seeing citizens presenting with more complex care needs that require greater levels of intervention/support.
- Workforce capacity remains challenging. Inflationary pressures from the cost-of-living crisis are putting financial pressure on staff. This is impacting on the capacity of our services as recruitment and retention of staff becomes more difficult.



- Capacity challenges within the domiciliary care market are resulting in patients staying in hospital for longer. Although proposals for interim care arrangements could assist with this, concerns remain that this would expedite a person's access to long term residential care rather than support them to maintain their independence at home.

#### **Update on mitigations to this risk**

- Progress is being made in relation to trialling a Vale Integrated Fall Service to provide a rapid response to people who have fallen and require access to specialist interventions. The trial is running with Cardiff in the Eastern Vale. There have also been opening discussions with St John's Ambulance on developing a similar service in the Western Vale.
- Further meetings have been held across the Health Board and Local Authority to explore the development of intermediate care services that has included discussions regarding the model, workforce and resources needed to achieve a 'rapid response' element of immediate care. Developing our understanding of a model will enable us to effectively target investment to best meet the needs of our residents and keep them closer to home.
- In understanding levels of demand into Adult Services, a new approach to management to referrals into the Intake and Assessment Team has been implemented to provide senior managers with greater transparency of demand.
- To address the capacity pressure within the contracting team, a temporary Quality Assurance post has been established. Cost pressure funding has been received to ensure two permanent Quality Assurance posts can be added to the establishment adding further capacity to the team.
- Worked in partnership with the Health Board to complete the tender process for a Carers Gateway. The contract was awarded to Care Collective and regular service monitoring is in place.
- Increased the number of Social Care Officers across Children and Young People Services. During the period, 14 new Social Care Officers have been recruited and commenced their employment. Further non-Social Work qualified staff have been identified to commence training to become qualified Social Workers. This has enabled us to enhance our ability to 'grow our own' by building resilience and enhancing retention in key areas.

#### **Workforce**

This risk has increased from its previous medium/high (8) position to a high risk (12) status during the quarter. It is forecast that this risk will maintain its high status over the short term in response to the workforce capacity issues that are being experienced across the spectrum of our services. There are particular challenges presented by the current financial pressures (in particular the impact of the cost-of-Living crisis) within the public sector, the need to ensure the engagement of staff throughout the change process and the need to plan for and respond to issues of skills shortages.

#### **Key drivers and developments:**

- We continue to experience difficulties in recruiting and retaining staff in many key service areas across the Council e.g. namely in social care such as residential care, domiciliary care, social workers as well as cleaners, HGV drivers and wider administrators. Skill shortages also exist in many areas like legal services, planning, project management, ICT, health and safety roles where market forces have impacted on our ability to recruit and retain skilled/qualified staff.
- The capacity element of this risk was initially triggered by the COVID-19 pandemic. In its aftermath we have seen a significant impact on staff turnover, absence and capacity. These elements are continually monitored and reviewed.
- The capacity issues we are now witnessing are being further compounded by the effects of the cost-of-living crisis. Inflationary pressures are putting strain on the incomes of our staff which is being more acutely felt by those who are at the lowest end of our pay structures.
- We are seeing the impact of these inflationary pressures on our staff attrition rates with staff leaving the organisation to work in similar roles in other public/private sector roles for higher salaries.

- The cost-of-living crisis is also putting significant pressure on our own finances and our ability to significantly adjust our pay structures in line with inflation. Although, the Council successfully adopted the living wage as part of its single status pay structure in May 2022 for its lowest scale positions, the rise does not equate to the rising cost of living when inflation (CPI) reached 9.1% during June<sup>4</sup>.
- Levels of discontent regarding pay within the public sector is on the rise where we have already seen a number of sectors declare strike action and it is anticipated that this will continue to remain a pressure point throughout this year.

### Update on mitigations to this risk

- During the quarter 1 period, the Employment and Attraction Strategy was finalised in readiness for consultation. Staff engagement work remained ongoing with the 2022 Staff Survey going live during the period. The findings from the Staff Survey work will be used to inform the development of a new Engagement Strategy and development of a new Culture Book.
- Work continues to progress on the development of a Workforce Plan. Aligned to this Plan will be a number of strategies to that will include hybrid working, recruitment and retention and a People Strategy.
- HR colleagues have worked closely with the Communications team to redesign the Council's jobs section of the website and has also developed targeted digital campaigns for a variety of job roles.
- A review of the pay and grading structure commenced during quarter 1, with discussions with Head of Service due to take place in quarters 2 and 3.
- Work across divisions continues to progress in relation to developing succession planning arrangements appropriate to the business needs of services. For example within the Finance division, a number of career development strategies are in place that include the advertisement of four graduate trainee positions, two of which were recruited into Audit. There is a further graduate post due to be advertised within the Accountancy team and the need for an apprentice role has been identified within Procurement. Within Regeneration and Planning, ongoing recruitment of 'year out' planning students, with current student contracts extended so they can work part-time alongside their studies. Several new positions within the Regeneration Division have been created in terms of Community Connectors and Regeneration Officers that will improve career pathways to more senior positions.

### Cost of living

The cost-of-living risk is a new addition to the Register, which has replaced the previous welfare reform risk. The cost-of-living risk has been assigned a high (12) risk status on the Register, reflecting the extensive impact the crisis is having not only on decision making and service delivery but also on the wider community, our citizens and society as a whole. Given the scale and complexity of the crisis, it is anticipated that this risk will continue to maintain its high status over the short to medium term.

### Key drivers and developments:

- The cost-of-living crisis has created a scenario where the cost of our everyday essentials such as energy and food is rising over and above average incomes. There are a number of cross-cutting forces behind this evolving crisis, which reflects the complex and interconnected nature of our global markets. Predominately the crisis is the result of increasing price inflation outstripping the growth in wages and/or benefits, leaving less disposable income in people's pockets which has been further exacerbated by recent tax rises.
- In terms of what is driving inflation, this has in part been the legacy of Covid where the reopening of the economy saw increased global demand for products at a time when supply chains disruption from Covid was still an issue. Added to this has been ongoing effects of Brexit that has also led to delays and good shortages. The energy market has also been a significant contributor to rising inflation. At a time when demand for energy had increased, our supply had reduced leading to a sharp global wholesale rise in gas/energy prices. Although this rise was originally driven by factors associated with supply and demand, the volatility in the energy market has been further exacerbated by the crisis in Ukraine and the ongoing threat that Russia could turn off gas supplies to the rest of Europe.

---

<sup>4</sup> ONS, [Consumer Price Inflation UK: June 2022](#), 20<sup>th</sup> July 2022

- Since the invasion of Ukraine, exports of certain food/goods had significantly declined leading to global food insecurity fears, which in addition to energy prices has driven up inflationary pressures on food.
- In tandem with the rising costs of living, workers are seeing a stagnation in their wages, where salaries are not able to keep pace with inflation. Consequently, our communities are increasingly feeling the impact on their finances. The cost of living is expected to rise further during the immediate to medium term and we will need to support our communities and citizens to navigate and overcome the worst impacts of this crisis. It is anticipated that these increasing pressures are being felt by those households whose budgets have the least capacity to absorb financial pressures.
- The Council faces significant risks, in terms of supporting those most in need who are experiencing hardship in terms food/fuel poverty, housing needs and employment. A key element of risk is the inability to effectively target our resources to reach those most in need and in particular to identify any areas of unmet need. It is likely that this will put additional demand upon our services at a time when our resources are already being stretched. Other risks include the threat to health and wellbeing, the risk of more people living in food/fuel poverty and the increased risk of homelessness. Similarly, the Council is also vulnerable to rising cost pressures associated with inflation. The rising cost of construction materials, food supplies, energy costs and staff wages will all have an impact on the costs of service delivery, at a time when our budgets uplifts are unable to keep up with rising cost of living. Consequently there is a risk to the Council's ability to maintain levels of service delivery and has the potential to disrupt our ability to achieve our wellbeing objectives and key priorities as a council such as major capital programmes such as the Sustainable Communities for Learning (formerly 21st Century Schools) programme, Council housing programme and other transformation projects that include Project Zero.

#### **Update on mitigations to this risk**

- We are continued to work in partnership to develop the Llantwit Major Food Access Pilot. The pilot project has been successfully awarded funding for the next 5 years from the Big Lottery. This will ensure that we can build the momentum of the project to support residents in the local community to access a good meal every day.
- Funding has been awarded by the Welsh Government for 2022/23, to help support local community groups and organisations in tackling food insecurity. Discussions are underway with local community groups to enable them to submit funding bids to deliver key community food-based projects.
- The Vale is one of four local authorities that is bringing forward its Free School Meals offering, so that all Reception, Year 1 and Year 2 children are eligible for free school meals from September 2022. Over the quarter 1 period, work was progressed across our school kitchens to ensure the installation of new equipment, electrical upgrades and any other preliminary work in readiness for scaling up of school dinner provision in September.
- As a Local Authority, we submitted a successful bid as part of Welsh Government's 'reform of the school day' pilot. Out of 13 schools selected from across Wales, five were Barry schools (Pencoedre, Holton, Cadoxton, Oak Field and Colcot). Working in collaboration, the schools developed a joint timetable and extended their school days to provide additional learning and wellbeing opportunities and activities to vulnerable pupils outside of normal school hours, both before and after the school day. Activities included music, cooking, sport, arts and crafts and pupils were also provided with healthy meals. 420 pupils across four-year groups participated. Similarly, Welsh Government's Winter of Wellbeing programme allowed schools to provide additional opportunities that children may otherwise have not been able to access.
- An area-based approach to community engagement has been developed in Penarth which has been focussed on a number of locally identified priorities, including food, environment and resident engagement. The Penarth Food Pod is a key element of this approach and external grant funding has been used to support the expansion of the project. A group of local volunteers are also supported by staff to provide much needed food to vulnerable people but also to engage with residents in a positive way and support them access information and other services. It is anticipated this approach can be rolled out in other areas.
- The Benefit's team provide advice to residents via telephone, face to face and via the Council's website. Additional advice has been provided to residents on the various Welsh Government initiatives, such as, Winter Fuel payments in order to maximise entitlement to benefits.
- The One Stop shop continues to provide assistance to residents regarding a wide range of issues, including health, debt, rehousing, benefits and employment. The short. Focussed interventions are having positive

outcomes and assisting large numbers of vulnerable people. Following the end of the Covid restrictions it has been possible to increase face to face advice sessions and there are plans in place to link with partners to expand the range of services offered. There are also plans to formally launch the service to increase awareness amongst members of the public, including difficult to reach groups.

- Opportunities for funding and offering different types of respite for unpaid carers is currently being explored. A voucher scheme for unpaid carers to access a range of community activities is accessible from September 2022.
- Works are progressing on increasing our supply of council rented accommodation, with work on site commencing at Hayeswood Road, Barry (53 units) and St Cyres Road, Penarth (14 units). Contracts are to be signed for Coldbrook Road East, Barry (20 units) and Colcot Clinic, Barry (12 units). Holm View Phase 2, Barry (31 units) and Maes y Ffynnon, Bonvilston (8 units) are awaiting Planning decision.
- Council has been awarded Homelessness Prevention Grant funding from Welsh Government that includes an allowance to recruit a new Strategy Coordinator position. An additional £190K of funding has been awarded to support further prevention work during 2022/23.

## RISK MANAGEMENT PLAN- RAG STATUS OVERVIEW

The table below provides an overview of progress against the Risk Management Plans for each Corporate Risk.

- 94% (314) of actions were allocated a Green status (completed or on track), 1.8% (6) were allocated an amber status for minor slippage and 4.2% (14) were allocated a red status (slipped) at the end of quarter 1.
- 100% of risk actions contained in the Risk Management Plans for Legislative Change & Local Government Reform, School Reorganisation & Investment, Waste, Workforce, Public Buildings Compliance, Safeguarding, Integrated Health and Social Care, Unauthorised Deprivation of Liberty and Additional Learning Needs (ALN) were Green and on track in terms of their progress at the end of quarter.

Corporate Risk	RAG Status				Total number of Actions	Total number of actions where RAG is applicable.
	GREEN (Completed)	GREEN (On track)	Amber (Minor slippage)	RED (Slipped)		
CR1: Reshaping Services	N/A	84.2% (32)	5.3%(2)	10.5%(4)	38	38
CR2: Legislative Change & Local Government Reform	20% (3)	80% (12)	N/A	N/A	15	15
CR3: School Reorganisation & Investment	N/A	100% (5)	N/A	N/A	5	5
CR4: Waste	N/A	87.5% (7)	N/A	12.5% (1)	8	8
CR5: Workforce Needs	N/A	100% (33)	N/A	N/A	33	33
CR6: Information Security	N/A	71.4% (5)	N/A	28.6% (2)	8	8
CR7:Project Zero	N/A	98% (48)	N/A	2% (1)	50	49
CR8: Cost of Living	N/A	92.8% (39)	2.4% (1)	4.8% (2)	43	42
CR9: Public Building Compliance	16.7% (1)	83.3% (5)	N/A	N/A	6	6
CR10: Safeguarding	N/A	100% (10)	N/A	N/A	10	10
CR11: Integrated Health & Social Care	7.1% (1)	92.9% (13)	N/A	N/A	14	14
CR12: Unauthorised Deprivation of Liberty Safeguards (DOLs)	N/A	100% (4)	N/A	N/A	4	4
CR13: Welsh Community Care Information System (WCCIS)	N/A	100% (4)	N/A	N/A	4	4
CR14: Brexit	N/A	81.8% (9)	9.1% (1)	9.1% (1)	11	11
CR15: Additional Learning Needs (ALN)	N/A	100% (16)	N/A	N/A	16	16
CR16: COVID-19	N/A	92.3% (36)	5.1% (2)	2.6% (1)	39	39
CR17: Market Fragility	N/A	88.9% (8)	N/A	11.1% (1)	9	9
CR18: Demand Management & Service Capacity	N/A	95.8% (23)	N/A	4.2% (1)	24	24
<b>Totals</b>	<b>1.5% (5)</b>	<b>92.5% (309)</b>	<b>1.8% (6)</b>	<b>4.2% (14)</b>	<b>337</b>	<b>334</b>

## RISK ACTION EXCEPTIONS (RED STATUS)

Risk	Action Ref	Action Description	Commentary
<b>CR1: Reshaping Services</b>	RSR/PB003 (PB/A008)	Develop the Council's website to better reflect user experience and provide better content that is useful to our citizens.	This work is to be undertaken as part of the Phase 2 Gov Service implementation and will be informed by citizen research activities.
	RSR/PB010 (AS/A001)	Development of online referral forms via website to improve quality of referral advice and to support faster access to information and signposting and into care and support services as required.	The development of an interactive website, providing tailored information on Adult Services is dependent on the implementation of the Gov Service website. Initial scoping of existing interactive websites across the UK has been undertaken.
	RSR/NS037 (NS/A008)	Secure income from enforcement, inspections and fleet sponsorship.	No work undertaken to date (although previous work on vehicle dimensions and possibilities has been shared).
	RSR/NS040 (SRS/A002)	Maximise mobile working opportunities by reviewing ICT and mobile working needs across the service including evaluating options for virtual communication between staff and other stakeholders to ensure service continuity.	No progress made during Qtr 1 due to other work commitments, however this will be picked up during Qtr 2.
<b>CR4: Waste Management</b>	WMR/NS008	Enforce Public Space Protection Orders in relation to alcohol and dog controls.	No update available.
<b>CR6: Information security</b>	ISR/AS006	Continue to maintain oversight of the development of information sharing systems/approaches.	No update available.
	ISR/SL010	Strengthen the Council's approach to Information Governance to ensure our systems are robust, fit for purpose and compliant with current legislative requirements.	No update available.
<b>CR7: Project Zero</b>	ESR/NS050 (NS/A026)	Develop and promote the range of events, leisure, recreational and educational activities available across our venues and outdoor spaces with an ambition to deliver a number of carbon neutral public events.	No update available.

<b>Risk</b>	<b>Action Ref</b>	<b>Action Description</b>	<b>Commentary</b>
<b>CR8: Cost of Living</b>	CoLR/PB037 (PB/A006)	Work with partners through the Digital Inclusion Steering Group to address issues of digital inclusion across the Vale.	Work has been delayed during Q1 due to resource issues and the steering group has not met during this period. Work is ongoing to make online services as easy as accessible as possible through the Gov Service platform.
	CoLR/PB043 (PB/A037)	Maximise opportunities to signpost citizens to cultural and arts activities designed to enhance their mental health and wellbeing.	This work to be started as part of Phase 2 Gov Service implementation, maximising use of electronic communications to cross promote activities within context of the resident's enquiry.
<b>CR14: Brexit</b>	BXR/RP012 (RP/A018)	Establish a new External Funding, Community Development and Innovation Team.	The recruitment of this team has been delayed by several months due to the need to identify sufficient funding for future years.
<b>CR16: COVID</b>	CVR/NS022 (NS/A017)	Support our town centres to recover and adapt following the effects of COVID-19, by improving green spaces, public areas and transport infrastructure.	No update available.
<b>CR17: Market Fragility</b>	MFR/CS008 (CS/A011)	Work with Foster Wales to increase number and diversity of in-house foster carers.	Q1 figures being collated.
<b>CR18: Demand Management</b>	DMR/AS012 (AS/A001)	Development of online referral forms via website to improve quality of referral advice and to support faster access to information and signposting and into care and support services as required.	The development of an interactive website, providing tailored information on Adult Services is dependent on the implementation of the Gov Service website. Initial scoping of existing interactive websites across the UK has been undertaken.

## Appendix 1 Corporate Risk 1: Reshaping Services

1 – Risk Overview						
1.1 Risk Description		<b>Failure to deliver the Reshaping Services Programme</b>				
<p>There is a risk that the Council fails to deliver the Reshaping Services Programme and therefore does not utilise alternative methods of service delivery and other approaches to mitigate the impact of financial pressures and demand challenges, thereby resulting in reductions to services significantly impacting their availability and quality.</p> <p>In December 2019, the Welsh Government announced its provisional financial settlement for local government for 2020/21 which outlined provisional budgets for councils across Wales. In the context of previous settlement, the announcement was better than expected with figures indicating a 4.9% increase in Revenue Support Grant funding for the Vale of Glamorgan and that was considered as part of our budget setting process for in 2020/21. The Council has chosen a strategy for the year to make relatively modest levels of savings and as such, the year is to be used to identify transformational change projects reflecting the ambitions within the new Corporate Plan as well as in addressing the financial pressures associated with increasing demands and expectations for services.</p> <p>There is the risk associated with pursuing the Reshaping Services agenda, namely the new skills and capacity required to manage significant change at a time of diminishing resources and using approaches that are relatively new concepts to the Council and its partners.</p> <p>There is also the risk of a judicial review particularly in relation to Reshaping Services agenda where new models of service delivery are developed. This could have both financial and reputational consequences if a judicial review finds our actions to be unlawful.</p> <p>COVID has put council services under enormous pressure which has significantly challenged how we deliver our services and fulfil our statutory roles and functions. Although the pandemic has in part disrupted the delivery of the Reshaping Services agenda, it has fundamentally challenged our outlook on the way in which services are delivered. This has provided us with an opportunity to reflect on the way in which we operate and deliver services to our citizens as we move towards recovery. Critical to this will be the Council's response to these opportunities and challenges and how the Reshaping Services programme can evolve and adapt to a rapidly changing landscape.</p>						
1.2 Risk Owner		<b>Head of Policy and Business Transformation (TB)</b>				
1.3 Impact on our contribution to the Wellbeing Goals						
A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
No	Yes	Yes	No	No	Yes	No













1.4 Risk Categories		
Categories	Yes/No	Definition
<b>Political &amp; Legislative</b>	Yes	Failure to continue to provide priority services. Failure to develop new approaches to service delivery which can be sustained in the long term and which are accessible and meet local needs, with clear and cohesive links made with the Wellbeing of Future Generations Act and the developing Local Government Reform agenda.
<b>Resources</b>	Yes	<p>Projects fail to develop and deliver business cases which meet the Reshaping Services financial savings targets as outlined in the Council's medium-term financial plan.</p> <p>Fail to develop and mobilise sufficient skills and capacity to develop and deliver the Programme and manage new ways of working.</p> <p>Failure to maximise the use of our existing assets and technology to deliver services in a cost effective and efficient way.</p> <p>The pandemic disrupts the Reshaping Services programme delivery and the ability to secure in-year efficiencies and income.</p> <p>Loss of income and the inability to explore further income generation opportunities due to impact of the pandemic.</p>
<b>Service Delivery and Wellbeing</b>	Yes	<p>Fail to maximise opportunities to improve service delivery and mitigate the impact of budget reductions via alternative methods of service delivery.</p> <p>Failure to safeguard the well-being of individuals and communities and provide services which meet the diverse needs of the local community. Failure to continue to provide priority services and engage with customers in the provision of services.</p> <p>The programme fails to communicate and engage effectively with service users and partners to identify and deliver the alternative ways of working.</p> <p>The risk that the pandemic significantly disrupts delivery of Reshaping projects.</p> <p>Impact of the coronavirus on demand for services. Failure to respond effectively to the changing policy landscape may impact on our ability to meet the changing needs of our communities and our capacity to deliver services by alternative means.</p>
<b>Reputation</b>	Yes	Failure to deliver the programme's aim and objectives impact on its reputation with citizens and regulators for the delivery of priority services.

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Service Delivery &amp; Well-being</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>3 (Probable)</b>	<b>3 (High)</b>	<b>9 (Medium/High)</b>

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>Challenge process in place to identify projects.</li> <li>Mixed economy model approach to Reshaping approved.</li> <li>Mix of service specific and corporate projects that lessen impact on front line services.</li> <li>Risk management processes embedded in project management to identify and mitigate impacts on service users.</li> <li>Programme documentation makes linkages with Well-being of Future Generations Act.</li> </ul>	2	2	4
<b>Resources</b>	<ul style="list-style-type: none"> <li>Regular monitoring of savings by Cabinet, Programme Board and Scrutiny Committees.</li> <li>Programme board and manager in place, with project team resources considered for each project.</li> </ul>	3	2	6

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>• Council's Financial Resilience considered good by WAO.</li> <li>• Business cases developed for projects and guidance in place.</li> <li>• The management development programme has concentrated on the introduction of the core competency and management competency frameworks.</li> <li>• Tranche 5 projects have been identified, with savings included in the revenue proposals for the budgets of 2020/21.</li> <li>• The Digital Strategy 2017-2020 sets out the strategic direction for the development of services to embrace new digital technologies to improve services whilst reducing costs.</li> <li>• Website refreshed Office 365 - roll out across the organisation.</li> <li>• A broader review to improve online processes from a customer view has been started. This involves hosting of dedicated digital days with services to identify improvements and potential efficiencies.</li> <li>• As part of the Procurement project, Third Party Spend targets have been established for service areas. Guidance has been provided and monitoring arrangements are being put in place.</li> <li>• The income generation and commercial opportunities project team and project board continue to identify opportunities for income generation.</li> <li>• Delivery of Space project. New fee structures and reporting processes are in place for income generating services.</li> <li>• Integrated the Contact Centre with their Microsoft Teams environment and Connecting Wales was able to respond to this, developing a Teams integration solution which is currently being delivered as a proof of concept to Shared Resource Services Wales. A multi-channel marketing and promotional plan was launched during the year, the highlight of which was the formal virtual launch of the platform.</li> <li>• Reshaping Services Programme project portfolio has been agreed in line with the revenue budget.</li> </ul>			

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>The SRS budget agreed in December 2021 by the Joint Committee.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>Business cases consider non-financial implications of any proposed changes.</li> <li>Equality Impact Assessments embedded within the overall programme's management approach.</li> <li>Communications and engagement activities inform project development.</li> <li>CAT guidance produced and implemented.</li> <li>Exploration and implementation of alternative care and support models within Social Services have enabled us to effectively support our most vulnerable citizens in their communities especially during the Pandemic.</li> </ul>	2	2	4
<b>Reputation</b>	<ul style="list-style-type: none"> <li>Risk management contained within project documentation.</li> <li>Regular updates to Cabinet and Programme Teams on status of the programme.</li> <li>Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services.</li> <li>Programme Teams include representatives of partners (Voluntary Sector and Town &amp; Community Councils)</li> <li>Communications campaign to support the Strong Communities Grant Fund where there is a sound business case for the Council to transfer assets to others.</li> <li>Budget consultation process was completed during December and January and the results were reported as part of the budget setting process in February / March 2021.</li> </ul>	2	2	4
<b>Overall Effectiveness of Controls</b>		<b>2</b>	<b>2</b>	<b>4</b>

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	2	2	4	2	2	4		
Resources	3	3	9	3	2	6	1	2	2		
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4		
Reputation	3	3	9	2	2	4	2	2	4		
<b>Average risk score/ direction of travel</b>	3	3	<b>9</b>	2	2	<b>4</b>	2	2	<b>4 (Medium)</b>		

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/PB001 (PB/A010)	Lead on the delivery of a new Transformational Change Programme with an emphasis on community, resources and new ways of working.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/JR	March 2023	Green (On Track)
RSR/LD028 (LD/A002)	Support current and future organisational challenges as part of the Council's Transformational Change Programme.									DM			
RSR/RP029 (RP/A003)	Deliver the next phase of the Council's Transformational Change Programme that puts in place new ways of working to respond to current and future community needs and organisational challenges including COVID recovery, Brexit and the climate and nature emergencies.									MG/PC			
RSR/NS035 (NS/A004)	Deliver the next phase of transformation in respect of Brexit, and the Council's declared nature emergency including finding solutions for the supply and cost of												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	parts for vehicles, cost of construction materials, additional HGV drivers and additional technical engineers.												
<b>ACTION UPDATE:</b>	<p>Within Legal and Democratic Services we have continued to support Council's transformational programme via Senior Leadership Team meetings. Within the Place Directorate, we have formalised hybrid working arrangements for staff. We have developed a flexible approach to the use of properties in town centres to assist with COVID recovery. We have undertaken programming and planning for online and hybrid community engagement events for RLDP review. A sizeable piece of work has been undertaken around the preparation for the Shared Prosperity Fund to pull together an evidence base for future activity. Covid Recovery, Brexit Impact and the cost-of-living crisis are the main focus of need. This will help to inform how internal and external staff and financial resources are best targeted over the next 3 years. Within Neighbourhood Services, an additional motor vehicle fitter started working in the Garage workshop in Q1. Additional motor vehicle fitter was interviewed and offered a role and will start early in Q2. Both will undertake HGV training in Q3.</p>												
RSR/PB002 (PB/A004)	Deliver phase 2 of replacement CRM (including the use of GOV service platform) with a focus on transformation and service user design to improve customer and staff satisfaction.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/TC	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Phase 1 implementation complete and work is underway to prioritise Phase 2 activities to create and agreed roadmap.												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/PB003 (PB/A008)	Develop the Council's website to better reflect user experience and provide better content that is useful to our citizens.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/TC	March 2023	Red (Slipped)
<b>ACTION UPDATE:</b>	This work is to be undertaken as part of the Phase 2 GovService implementation and will be informed by citizen research activities.												
RSR/PB004 (PB/A009)	Review the Council's Contact Strategy to ensure that our services are accessible to all our citizens.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/TC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	This work is to be commenced during Q3 in line with the development of the council's new digital strategy and Phase 2 of the GovService implementation.												
RSR/PB005 (PB/A005)	Involve our citizens in the development of services and how they are accessed to inform service design and delivery.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/TC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work has started with the WLGA Digital team to develop skills and capacity to undertake a Human Centred Design approach service development.												



CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/PB006 (PB/A011)	Develop opportunities for service held data to be shared across the organisation alongside corporate data sets to encourage data driven decision making, as part of a new Insight way of working.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/JA/H M/JR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	As part of the organisation’s response to the cost-of-living crisis, discussions are on-going to identify datasets which may be used to provide an early indication of growing pressures on households. As part of this work, service areas are discussing how data can be better shared and aligned in order to inform strategic decision making. Building on this work, we will continue to identify opportunities for data to be shared between service areas to provide better organisational insight												
RSR/PB007 (PB/A012)	Work with Social Services to review Telecare services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/TC/JR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Review is progressing with implementation of new web-based Telecare system scheduled for August 2022. The service is supporting the development of improved work distribution to maximise operational efficiency and in the development of a new product offering to better meet the needs of residents and maximise potential of growth of the service.												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/PB008 (AS/A002)	Expand the development of SMART houses and review the outcomes of them in terms of impact for citizens in supporting independent living and enhancing their wellbeing.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Transition Smart house completed. Two people have moved in with a third person by end of June. Outcomes being monitored by provider for each individual and IHSCC Storyteller planning a film of their learning. Contract has been awarded to Willis Construction for the second SMART House development. Meeting held confirming start date of June 6th, with estimated completion of renovation and building work of 7th November.												
RSR/PB009 (AS/A014)	Create a sustainable and integrated model for single point of access to Well-being Matters services (via the Contact Centre).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Secured additional grant funding under the RIF (acceleration) to expand the workforce of the Integrated Wellbeing Matters Service - investment is for health (hosted)positions but will benefit the service we are able to offer citizens and referrers, through expansion of skills and services that we can signpost to. Recruitment to additional posts to be the focus on the next quarter.												
RSR/PB010 (AS/A001)	Development of online referral forms via website to improve quality of	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Red (Slipped)

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	referral advice and to support faster access to information and signposting and into care and support services as required.												
<b>ACTION UPDATE:</b>	The development of an interactive website, providing tailored information on Adult Services is dependent on the implementation of the GovService website. Initial scoping of existing interactive websites across the UK has been undertaken.												
RSR/PB011 (AS/A010)	Explore the development of intermediate care services and how this can enhance and support existing service provision.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Meetings being held across Health and Local Authority to discuss the model, workforce and resources to achieve the 'rapid response' element to intermediate care. Exploration of how Intermediate Care is provided and developed a shared understanding of the model and how we target investment to best meet the needs of our population to keep them closer to home.												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/CS0012 (CS/A006)	Agree and implement the future operating model for CYPS in the context of the Council's Transformation agenda and 'Eich Lle'- 'Your Space' project.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	First Meeting of the new work stream has taken place. Terms of Reference agreed.												
RSR/CS013 (CS/A002)	Maximise opportunities within CYPS to undertake hybrid meetings to support the engagement of children young people and families aligned to the Council's 'Eich Lle'- Your Space project.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	First Meeting of the new work stream has taken place. TOR's agreed.												
RSR/RMS014 (RMS/A009)	Implement our quality assurance framework to support the Reshaping Programme.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	New role being developed to support the implementation of QA framework. Post will go out to advert Autumn 2022.												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/RMS015 (RMS/A004)	Implement digital medication in our residential care homes.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/MJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Implemented in Ty Dyfan, and renewal of digital cabling nearing completion in Ty Dewi, Cartref and Southway after which the system will be implemented across all homes (phased).												
RSR/RMS016 RMS/A016	Develop a performance management framework and data sets that will enable us to streamline our approach to managing and monitoring performance management.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/SM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work is underway to review and enhance the management information that will inform the framework across the directorate. A new dashboard is now in place for the Regional Commissioning Board and a new dashboard for the Directors is nearing completion.												
RSR/ALN017 (ALN/A021)	Implement the new Welsh Government Employability Strategy to ensure that employability provision meets the future needs of young people and adults in the Vale of Glamorgan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The Employability Team are implementing several actions to contribute to 4 of the 5 key areas noted by Welsh Government. Young people realising their potential – Through WG CfW funds the Young Peoples Guarantee (YPG) is being used locally and regionally to explore what this new requirement will look like. A plan was submitted to WG and accepted and focusses on a current model to a future model. A regional (CCR)												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	<p>group is having regular workshops has been set up to explore how this fits with the requirements of the Engagement and Progression Framework and the commitments on the Youth Service. At a local level work continues with partners like Careers Wales and Working Wales to see how this can progress.</p> <p>A small plan has been put in place to take forward a kickstart modelled programme and work has started to take that forward. Tackling economic inequality: CfW team have two nominated officers to act as Disabled Peoples Employment Champions, promoting and influencing employers and providers who are seeking to employ disabled people. They also act as an information source for the rest of the team.</p> <p>A proposal within the Shared Prosperity Bid is also seeking to develop a small team to support disabled individuals into a supported employment placement. This work also fits the key objective of Supporting people with a long-term health condition, in addition other parts of the SPF proposal will also aim to offer wellbeing support and volunteering opportunities to aid people into employability provision.</p> <p>Nurturing a learning for life culture; The team continue with a joined-up approach with ACL putting in place a raft of courses at various levels to support people on their journey to employment.</p>												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/ALN018 (ALN/A005) RSR/SP019 (SP/A004)	Ensure that appropriate exit and forward planning strategies are in place for ESF funded projects to minimise service disruption and ensure sustainable services.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD/MD MD/TR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>RSR/ALN018 (ALN/A005)- "Exit strategies and processes to end provision have been initiated for the 4 L&amp;S Employability ESF funded projects. Work with WG has started to explore how the CfW projects will be replaced with additional funds in 2023. It is suggested that notification of funds and planned structures may be launched in September. This will see the role of the YPG extended. Regional work through the CCR 10 LA Cluster Employment and Skills group secured UKG CRF Grant to run the CELT project this has been extended until Dec 2022.</p> <p>Regional workshops have taken place and early financial plans submitted to RCT regional lead; Programme plans for employability provision are under development linking key themes within the UKG SPF bid (due August 1st). This has a number of project ideas building on perceived gaps, for example a employability pod, a supported employment provision and a new pre16 provision.</p> <p>RSR/SP019 (SP/A004)- Work is underway regarding possible future service being delivered by the Youth Service for Pre/Post16 with the Youth Engagement &amp; Progression Framework at the heart of this. Finances have been shared in relation to a possible Pre16 model within the Shared prosperity Fund, whilst we await a Pan Wales meeting on the Youth Guarantee, new programmes are emerging from Welsh Gov. for Post 16 including JGW+, ReAct+, C4W and C4W+, and the Youth Guarantee... there is a lack of pre16 other than what the Youth Service has developed.</p>												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/SL019 (SL/A001)	Implement the Council's new Digital Strategy, focusing on expanding online services and the range of digital methods used to engage and communicate with Vale of Glamorgan citizens, whilst reducing office space and travel.		✓	✓		✓			✓	✓	T Baker/NW	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Meetings have been initiated to discuss the implementation of a new Digital Strategy in the context that this action is now within the portfolio of the new Director of Resources. Governance and process have been considered alongside the recommendations contained within the organisation-wide review of Digital capability that CGI recently carried out. A 'Digital Temperature' has been taken by way of a survey, which asked all service areas to detail all things digital that are currently underway or planned in their areas. An analysis of this data is due to be carried out in Q2 2022/23.												
RSR/SL020 (SL/A004)	Engage and support schools with remote learning provision and new technologies to maximise access to learning and minimise inequalities for learners.		✓	✓		✓	✓	✓	✓	✓	T Baker/SG	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	We are exploring next generation MIS options for schools, with a current pilot (Arobor's MIS solution) being run in 3 Vale schools. A second pilot is due to kick off in September, to undertake a complete review of another product (Bromcoms MIS solution). Both systems are cloud-based products and would be a direct replacement to SIMS.net. We are awaiting delivery of devices and large format displays, procured across all Vale schools under the 2022-23 Hwb funding, we are hoping to roll-out these devices over the summer.												



CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	We are working with the network and server teams, with the hope of migrating our education VM's to new corporately managed hardware, thus allowing us to decommission our aging legacy server environment.												
RSR/FS021 (FS/A004)	Undertake engagement with Vale of Glamorgan citizens on budget issues to inform the Council's budget and its Transformational Change Programme for 2022/23.		✓	✓	✓	✓		✓	✓	✓	MB/GJ	March 2023	Amber (Minor Slippage)
<b>ACTION UPDATE:</b>	Initial work has commenced to upgrade Pay 360, implement eshop to enhance payment channels. Work is ongoing with the Oracle Fusion Implementation. Whilst the delivery profile shows as amber the completion percentage reflects the expected profile of delivery.												
RSR/FS022 (FS/A017)	Reshape procurement practices and policies to ensure our procurement activities contribute to the national Well-being Goals, support work around climate change, community benefits, response to challenges as a result of Brexit and build on the foundational economy project.	✓	✓	✓	✓	✓	✓	✓	✓	✓	MB/GJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work has commenced in this area. The Procurement Policy & Strategy is under review and the approach has been shared and discussed at Project Zero and Insight Boards												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/FS023 (FS/A006)	Review our primary office accommodation as part of our move to Hybrid Working arrangements and make appropriate recommendations.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB/GJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Within the Civic Offices - Chief Executive and Cabinet Room have been relocated and teams within Corporate Resources (on 1st and 2nd Floors) have rationalised storage and floor space requirements. Property section has reduced floor space requirement by 60% and are working in a totally agile while with hot desking and break out spaces installed. Technology to support Hybrid meetings in new Boardroom has been installed. Docks - Discussions are ongoing regarding future uses and key service user requirements. Alps Depot - Space rationalisation exercise is ongoing lead by lead service Director.												
RSR/FS024 (FS/A009)	Continue to deliver the Reshaping budget and savings programme and part of wider Budget Strategy to 2025.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB/GJ	March 2023	Amber (Minor Slippage)
<b>ACTION UPDATE:</b>	Initial work has commenced to identify emerging cost pressures and funding gaps and link funding to the Council's ADP and Corporate Priorities. Whilst the delivery profile shows as amber the completion percentage reflects the expected profile of delivery.												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/HR025 (HR/A001)	Support organisational-wide change as part of the Council's new Transformational Change Programme, COVID recovery, Brexit and the climate and nature emergencies including any HR and OD issues that may arise.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The implementation of the Oracle system is ongoing with significant work being undertaken by the various teams to ensure the system will be live towards the end of this calendar year. An Occupational Health system is also being introduced, with the contract agreed in Q1, with implementation starting in Q3. We are also in the process of reviewing the Workforce Strategy which includes a Recruitments & Attraction policy and grading with the Heads of Service, to agree a way forward over the coming months												
RSR/HR026 (HR/A016)	Review and rationalise our corporate policies to invest in supporting infrastructure to encourage more freedom, trust and empowerment.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	We continue to review our policy including sustainability, this includes our pay and benefits which will see a number of changes to schemes such as the cycle to work scheme etc.												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/HR027 (HR/A011)	Review the HR business partner structure and streamline services to ensure it remains fit for purpose.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Ongoing and there has been some change following additional funds from Whitmore and Pencoedtre Schools												
RSR/RP029 (RP/A001)	Continue to focus on developing the digital delivery of services focusing on productivity and customer experience.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG/PC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>Reviewing and updating the website. Continue to encourage Agents and Applicants to submit applications electronically rather than by post. Planning Register has been refined to make it easier to search for documents within each application. We have continued with online planning meetings with staff and with applicants and agents.</p> <p>The regeneration team have been using web-based forms and other software such as evolutive as part of community engagement on funding bids and to received expressions of interest from individuals for funding and on projects. Social media is also very active, especially in the tourism team and for trade pages in particular to receive information in a timely manner.</p>												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/RP030 (RP/A015)	Work with colleagues in Financial Services to develop an investment strategy for the Council with a focus on economic growth, regeneration and climate change.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG/PC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The Council has identified the Incubator Space within the Levelling up bid as a potential early project for investment within this fund. Regeneration will work with Finance to support them in the design of governance for the fund. The investment Strategy is complete.												
RSR/RP031 (RP/A012)	Work with communities, businesses and third sector organisations to support them in the delivery of new projects and in shaping local services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG/PC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	A new permanent team will be recruited within regeneration in the summer of 2022 to support communities. This follows the closure of Creative Rural Communities in December 2022 which was due to the loss of EU funding. Capacity will be built across the Vale by this new team and project specific funding will also be identified.												
RSR/RP032 (RP/A013)	Develop and implement a sustainable Economic Growth Plan with a particular emphasis on employment land and town centres.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG/PC	March 2023	Green (On Track)

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	The Barry Growth Programme will be in place by October 2022 and a strategy / plan covering the Vale will be developed in this financial year. Other plans such as the Destination Management Plan and the Town Centre Framework will be reported on in Q3.												
RSR/HS033 (HS/A004)	Contribute to the Council's Transformational Change Programme by developing a new Housing Solutions Delivery model considering the impact of the pandemic and changing homelessness legislation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	An internal review has commenced looking at the new strategy to tackling homelessness. This takes into account expectations within the WG High Level Action Plan and the 'no one left out' approach. A dedicated Rapid Rehousing Officer is being recruited and funding received for a Strategic Coordinator, to pull together and embed the Council's change to a Rapid Rehousing approach												
RSR/HS034 (HS/A003)	Implement the new Housing Software System and deliver a Digital Transformation Strategy for Housing and Building Services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	The system software agreement has been signed and NEC have commenced building the software domain ready for exchange of data and transition to the new system. Project Managers, Project Board and staff groups have been established.												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/NS036 (NS/A039)	Review and implement options for community organisations to operate facilities such as sports grounds, parks, open spaces, allotments and public conveniences including the preparation of necessary reports to Cabinet which (if approved) will be implemented to assist with reshaping savings.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Allotments have been regularly inspected and a large number of plots have been split in order to offer out. Inspection letters have been sent to tenants; this is in relation to the general upkeep. Also carried out a data cleanse on the allotment waiting list. Feedback has been positive in some cases. Sites have been cleared for fly tipping. Inspection scheduled on a monthly basis.												
RSR/NS037 (NS/A008)	Secure income from enforcement, inspections and fleet sponsorship.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ER/KP/GG/CS/MC	March 2023	Red (Slipped)
<b>ACTION UPDATE:</b>	No work undertaken to date (although previous work on vehicle dimensions and possibilities has been shared).												

CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/NS038 (NS/A007)	Further develop agile working within the service area and contribute to the renewal of the Corporate CRM.		✓	✓		✓			✓	✓	ER/KP/GG/CS/MC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Upstairs Garage office work completed in Q1. Network points to be installed mid Q2. Staff who can work from home continue to do so and use the office area as required. Passenger Transport queries now coming in via Granicus system.												
RSR/NS039 (SRS/A003)	Formulate and progress the next SRS three-year financial programme (2021-2024) with all three partner Councils.	✓	✓	✓	✓	✓	✓	✓	✓	✓	HP	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The SRS budget was agreed in December 2021 by the Joint Committee. Given the uncertainty around Coronavirus and the additional work generated, a longer-term budget programme has been deferred until the 2023/25 period.												



CR1: Reshaping Services

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
RSR/NS040 (SRS/A002)	Maximise mobile working opportunities by reviewing ICT and mobile working needs across the service including evaluating options for virtual communication between staff and other stakeholders to ensure service continuity.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	HP	March 2023	Red (Slipped)
<b>ACTION UPDATE:</b>	No progress made during Qtr 1 due to other work commitments, however this will be picked up during Qtr 2.												

## Appendix 2 Corporate Risk 2: Response to Legislative Change and Local Government Reform

1 – Risk Overview	
1.1 Risk Description	<p>This risk focuses on how we respond to new and emerging legislative requirements, particularly where the nature of the legislation is cross-cutting in terms of the impact it has on a variety of service areas. There is the risk that there is a failure to be able to effectively co-ordinate the implementation of significant legislative change across the breadth of Council services/functions. This applies to key pieces of legislation such as the Local Government &amp; Elections (Wales) Act 2021.</p> <p>The <a href="#">Local Government and Elections (Wales) Act 2021</a>, in terms of reforming Local Government sets out a series of provisions, including:</p> <ul style="list-style-type: none"> <li>• The reforming of electoral arrangements for local government</li> <li>• A general power of competence for principal councils and eligible community councils</li> <li>• Reforming public participation in local democracy</li> <li>• The leadership of principal councils, including to encourage greater diversity amongst executive members and establishing a statutory position of chief executive</li> <li>• The development of a framework and powers to facilitate more consistent and coherent regional working mechanisms through the establishment of Corporate Joint Committees (instigated either by two principal councils or by Welsh Ministers)</li> <li>• A new system for performance management and governance based on self-assessment and peer review, including the consolidation of the Welsh Ministers’ support and intervention powers</li> <li>• Powers to facilitate voluntary mergers of principal councils and restructuring a principal area</li> <li>• Local government finance including non-domestic rating and council tax</li> </ul> <p>As a result of the pandemic, scrutiny of the Local Government and Elections (Wales) Act was delayed. Stages 2 and 3 of the scrutiny process resumed at the latter end of 2020 before the Bill was agreed in Plenary by the Senedd on 18<sup>th</sup> November 2020. The Bill became an Act when it received royal assent on the 20<sup>th</sup> January 2021. In preparation for this legislation gaining royal assent, the Council has developed an action plan through which key requirements of the Act are addressed. This action plan has been referenced in the Risk Management Plan through the extraction of some high-level actions that contribute to mitigating risks associated with implementing new requirements of the Act.</p>
1.2 Risk Owner	<b>Senior Leadership Team</b>

1.3 Impact on our contribution to the Wellbeing Goals						
A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
Yes	Yes	Yes	Yes	Yes	Yes	Yes

1.4 Risk Categories		
Categories	Yes/No	Definition
<b>Political &amp; Legislative</b>	Yes	<p>Political and legislative repercussions of failing to meet the requirements of the Local Government and Elections (Wales) (LG&amp;E) Act 2021 could lead to litigation, fines and/or political instability.</p> <p>Failure to respond appropriately to the changes required by the LG&amp;E Act 2021 regarding public participation, performance management and leadership of Councils.</p> <p>Failure to use the General Power of Competency introduced by the LG&amp;E Act 2021 appropriately and/or to make use of opportunities arising from this provision.</p> <p>The pandemic brings with it an increased risk of challenge (from Welsh Government and/or regulatory perspective) and the potential for litigation if there is a failure to implement/meet new requirements of the LG&amp;E Act.</p>
<b>Resources</b>	Yes	<p>Insufficient funding to ensure that we can meet our legislative requirements associated with the LG&amp;E Act.</p> <p>Failure to effectively engage and mobilise our resources to effectively meet and deliver requirements associated with LG&amp;E Act. This is applicable in light of COVID, which has impacted on both our function and capacity.</p> <p>At a time when our resources have been diverted and repurposed to business-critical areas in response to coronavirus, there is a risk that this could impact on our ability to have capacity to put in place appropriate preparations for new legislative requirements. e.g. LG&amp;E Act.</p>











1.4 Risk Categories		
Categories	Yes/No	Definition
<b>Service Delivery and Wellbeing</b>	Yes	Failure to deliver on our wellbeing objectives and contribute to the national wellbeing goals in keeping with the new requirements of the LG&E Act. Particularly in terms of how we engage with our citizens and how we can evidence base delivery of our wellbeing objectives and demonstrate effective governance.
<b>Reputation</b>	Yes	<p>Failure to communicate effectively could undermine the trust of employees, external stakeholders and our customers and poorly orchestrated delivery of organisational changes associated with legislative change.</p> <p>Loss of confidence and trust by the public as a consequence of a failing to meet our constitutional and legislative obligations and the associated negative publicity. Lack of credibility and potential criticism from our external regulators.</p>

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Reputation</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Overall Inherent Risk Score</b>	<b>4 (Almost certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>

2.2 Controlling Inherent Risk				
Category	<ul style="list-style-type: none"> <li>Current Controls</li> </ul>	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>Cabinet and Corporate Management Team take overall responsibility for monitoring and responding to developments relating to legislative change.</li> <li>Attendance at WLGA Heads of Policy Network meetings.</li> <li>Name change of Committee to Governance &amp; Audit Committee agreed by Council. Democratic Services used Emergency Powers to update Committee Terms of Reference and the Constitution.</li> <li>Guide to the Constitution published by 5 May 2022</li> </ul>	2	2	4
<b>Resources</b>	<ul style="list-style-type: none"> <li>Budget setting process includes considerations of cost pressures arising from legislative change.</li> <li>The Council's Annual Report format is under ongoing review and refinement to further strengthen how we report our performance as a Council with the proposed changes associated with the LG&amp;E Act in mind.</li> <li>A new Performance Management Framework has been developed to reflect the new performance monitoring requirements of the Corporate Plan along with a new performance reporting format.</li> <li>Contributing to the development of national guidance to accompany the changes required by the Act to the performance framework for local authorities.</li> <li>A project group has been established for implementing requirements of the LG&amp;E Act.</li> <li>Public Participation Strategy and e-petitions was approved by Cabinet in April 2022</li> </ul>	2	1	2
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>We have developed and agreed a new 5-year Corporate Plan that sets out our vision of 'Working together for a Brighter Future'. The Plan sets out four new Well-being Objectives and</li> </ul>	2	1	2

2.2 Controlling Inherent Risk				
Category	<ul style="list-style-type: none"> <li>Current Controls</li> </ul>	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	how it will contribute to delivery of the Well-being Goals.			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>Regular meetings and liaison with Audit Wales, WLGA and Welsh Government, City Deal and various other professional networks on progress being made on delivering our LG&amp;E Action Plan.</li> </ul>	2	1	2
<b>Overall Effectiveness of Controls Score</b>		<b>2</b>	<b>1</b>	<b>2</b>

CR2: Legislative Change and Local Government Reform

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	2	2	4	2	2	4		
Resources	4	3	12	2	1	2	2	3	6		
Service Delivery & Well-being	3	3	9	2	1	2	2	3	6		
Reputation	4	3	12	2	1	2	2	3	6		
<b>Average risk score/ direction of travel</b>	4	3	12	2	1	2	2	3	6 (Medium)		

CR2: Legislative Change and Local Government Reform

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
LCR/FS001 (FS/A015)	Review investment proposals and review existing arrangements in the context of general power of competence for Local Authorities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The Governance arrangements for the Council's Investment Strategy are under development and will be put in place in Quarter 2, also covered below. Additionally reviewing tax arrangements of existing accompanys.												
LCR/LD002 (LD/a004)	Work in partnership with Policy & Business Transformation colleagues to deliver aspects of the Public Participation Strategy, including introducing e-petitions.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DM/JR/VD	March 2023	Green (Completed)
<b>ACTION UPDATE:</b>	Public Participation Strategy and e-petitions have been approved by Cabinet in April 2022 in readiness for the statutory obligation taking effect on 5 May 2022. Work is ongoing with colleagues in the Comms Team to ensure that the strategy and scheme are promoted.												
LCR/LD003 (LD/A010)	Continue the review following the Local Government and Elections (Wales) Act 2021 to further embed Local Government and Elections (Wales) Act 2021 requirements	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DM/JR	March 2023	Green (On Track)



CR2: Legislative Change and Local Government Reform

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Action Plan continuing to be progressed with various elements having been implemented to date. A significant amount of the Acts provisions were required to be implemented by 5th May, 2022 and have already been embedded in the Council Constitution. Further statutory guidance is awaited in the Autumn 2022 from Welsh Government.												
LCR/LD004 (LD/A011)	Publish a revised Council Constitution and corresponding guide in line with the Local Government and Elections (Wales) Act 2021.	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DM/JR/V D	March 2023	<b>Green (Completed)</b>
<b>ACTION UPDATE:</b>	Addressed prior to the Local Government Elections in May 2022 to meet the statutory deadline for the introduction of a Guide to the Constitution published by 5 May 2022. A further review is pending of both the Constitution and the Guide to the Constitution following the publication of Welsh Government guidance, statutory guidance and Direction relating to the same which is anticipated in Autumn 2022. The Council fed into the Welsh Government consultation which closed on 22 July 2022.												
LCR/LD005 (LD/A012)	Ensure the delivery of a comprehensive induction programme, training and support for members following the 2022 local government elections.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DM/JR/V D	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	The Member Development Induction Programme has been agreed by Cabinet in readiness for implementation. Following the recent LG Elections the new cohort of Members and Co - Opted Members have started to be inducted												

CR2: Legislative Change and Local Government Reform

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
LCR/LD006 (LD/A014)	Deliver Canvass for 2022.	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The preparation for canvass commenced late Q1, whereby 62,276 properties were sent to the Cabinet Office for data matching. The results of the data matching were as follows: 48,167 properties were sent down Route 1 – this means that no response is needed from the property should the data still remain the same. 14,109 properties were sent down Route 2 – these properties would have to respond to their canvass form by 22 August 2022. 180 properties were sent down Route 3 – these properties are residential care homes and houses of multiple occupancy. The process will commence at the beginning of Q2												
LCR/PB007 (PB/A001)	Publish the Public Participation Strategy and commence delivery of the Action Plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/RJ	March 2023	Green (Completed)
<b>ACTION UPDATE:</b>	The Public Participation Strategy was published in May 2022.												
LCR/PB008 (PB/A002)	Establish a task and finish group to identify ways to effectively engage with young people on corporate issues.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/RJ	March 2023	Green (On Track)

CR2: Legislative Change and Local Government Reform

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	A new internal network has been established to help better coordinate the Council's participation work. This group includes representatives of the Youth Service as well as key corporate teams.												
LCR/PB009 (PB/A029)	Respond to the requirements of the Local Government Act by developing and delivering our approach to the self-assessment process and delivering key priorities within the Local Government Act Action Plan.	✓	✓	✓	✓	✓		✓	✓	✓	T Bowring/ JA	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>In developing our performance arrangements for 2022/23, we have considered the requirements of the Act and have taken action to strengthen our existing arrangements, which are a key means of meeting our performance duties. We have increased opportunities for performance challenge internally and externally throughout the annual performance calendar as well as developing our internal 'insight' throughout the year alongside governance related insights to inform decisions. Taking this approach will enable us to demonstrate a robust evidence base for the self-assessment conclusions whilst driving continuous improvement through our enhanced arrangements.</p> <p>During the quarter, Performance partners have worked with Directors to complete Directorate level Self-Assessments. These position statements outline how well directorate services are utilising resources (people, finance, assets, performance and risk management, engagement and insight) to deliver their priorities as aligned to the Annual Delivery Plan and the Corporate Plan Well-being Objectives. The findings of the self-assessments have been subject to an internal peer 'critical friend' challenge involving a Presenting Director, Peer Director, Cabinet member(s) and relevant Scrutiny Committee Chair(s). All Directorate self-assessment ratings were also subject to a further moderation exercise involving the Executive Leader of the Council, Chief</p>												

CR2: Legislative Change and Local Government Reform

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	Executive and Director of Corporate Resources to ensure consistency of approach. The finding has been aggregated to inform our judgements at a Council level of how well we are using our resources to achieve our Well-being Objectives and will inform our areas for improvement. A public consultation exercise will be undertaken during August-September to sense-check our self-assessment performance judgements and will inform our final conclusions.												
LCR/PB010 (PB/A030)	Undertake a review of our first year of applying the Local Government Act in producing a Self-Assessment in order to apply lessons learnt and strengthen our approach for future years.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/ JA	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Following completion of the Directorate Self-Assessment, Performance Partners have requested feedback regarding the approach and what had worked well/not so well. This feedback alongside those informed by the learning and any identified best practice from colleagues across Wales will be used to inform next year's approach. Alongside the above, we are also working collaboratively with elected members to further strengthen how they work together to support effective challenge and continuous improvement through a series of member workshops aligned to the Annual Performance Calendar. A member workshop on the Annual Self-Assessment Approach has been recently undertaken and the feedback is being reviewed. This will inform how the self-assessment findings are presented to members for their scrutiny.												

CR2: Legislative Change and Local Government Reform

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integation	Collaboration	Involvement	Prevention	Long-Term			
LCR/PB011 (PB/A031)	Work with Data Cymru to develop a core data set to ensure compliance with the performance requirements of the Local Government Act and enable benchmarking against other local authorities.	✓	✓	✓	✓	✓		✓	✓	✓	T Bowring/ JA	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work is progressing with Data Cymru to develop a national self-assessment core dataset which will help inform and strengthen annual self-assessment process. In the interim, we continue to assess our performance by using local trend data and other service data insights where available.												
LCR/PB012 (PB/A032)	Revise the Council’s Risk Management Strategy and approach to strengthening how we identify, monitor, manage and report risks across the Council.	✓	✓	✓	✓	✓		✓	✓	✓	T Bowring/ JA	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work has already commenced in reviewing the Council’s approach to risk management and reporting informed by internal audit review findings. In line with the project brief, a review of best practice arrangements across the public sector is already underway to help inform the review. Additionally, a collaborative approach is being taken involving elected members in the review process, which will help inform the monitoring and reporting of risk across the Council.												
LCR/PB013 (PB/A033)	Enhance our approach to how we co-ordinate and support the Council’s regulatory programme to ensure we are responsive and	✓	✓	✓	✓	✓		✓	✓	✓	T Bowring/ JA	March 2023	Green (On Track)

CR2: Legislative Change and Local Government Reform

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	can evidence how we address areas of improvement.												
<b>ACTION UPDATE:</b>	There is a protocol in place for supporting regulatory work across the Council. To ensure consistency of application, this has recently been re-circulated to SLT and directorate colleagues to ensure the Insight tracker, our key means of monitoring regulatory work, is up to date and evidences the most recent progress in relation to our regulatory areas for improvement. We continue to monitor progress regularly via SLT, Governance & Audit Committee and Cabinet. The most recent Insight tracker is also appended to performance monitoring reports to all Scrutiny Committees each quarter.												
LCR/PB014 (PB/A034)	In line with the Local Government Act, develop our approach to how we communicate performance data and information with our citizens to improve engagement and understanding to inform service improvements.	✓	✓	✓	✓	✓		✓	✓	✓	T Bowring/ JA	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	The Annual Self-Assessment consultation has gone live. Engagement with the public will help shape the Annual Delivery Plan 2023-24. The findings from the consultation will feature in the Annual Self-Assessment report due to be published in November 2022. This work is line with our Public Participation Strategy.												

CR2: Legislative Change and Local Government Reform

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integation	Collaboration	Involvement	Prevention	Long-Term			
LCR/RP015 (RP/A006)	Following the implementation of the Local Government and Elections (Wales) Act 2021, work with the Cardiff Capital Region to reach agreement and progress a Corporate Joint Committee for the Cardiff Capital Region.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work continues to progress with CCR to deliver Corporate Joint Committee in the required legal timescales.												

Appendix 3 Corporate Risk 3: School Reorganisation and Investment

1 – Risk Overview	
<p>1.1 Risk Description</p>	<p>This risk encompasses funding key priorities set out in the Sustainable Communities for Learning Investment Programme as well as smaller scale asset renewal schemes. It also includes school reorganisation as the reduction of surplus places and condition of school buildings are the primary criteria for securing Sustainable Communities for Learning grant funding. We anticipate further demand for school places emerging as a result of new and expanding housing developments. Whilst the requirement for increased capacity in certain areas has been identified, in many cases there will be insufficient s106 funding to cover costs placing increased pressure on available funding.</p> <p>There is a risk associated with securing the necessary capital required to fund major investment projects as well as addressing building conditions across all Vale schools. Band B of the Sustainable Communities for Learning Programme is coming to a close with over 80% of projects being completed. The remaining projects have seen an increase in projected final costs to deliver the schemes impacting the available funding. The Council aims to continue to expand the development programme to include the next tranche of schools. S.106 funding is unable to cover the expected costs of the next tranche of projects. This is further exacerbated by limited capital funding available. This has been caused by inflationary pressures on the capital funding pot leading to concerns on the likely amount of borrowing required to fund new schemes.</p> <p>The lack of available funding to address all requirements will result in buildings deteriorating further giving rise to risks associated with health and safety, DDA, business continuity and sustainability.</p> <p>Failure to establish sufficient Welsh medium places in both the primary and secondary sector would impact on the Vale’s ability in contributing to the Welsh Governments plan of one million Welsh speakers by 2050, and commitments required as part of the Council’s Welsh in Education Strategic Plan and could directly impact on the Vale’s ability to secure Sustainable Communities for Learning funding in the future.</p> <p>The COVID-19 pandemic significantly disrupted education and learning at all levels. Although the restrictions issued during the pandemic have been removed there is a backlog of delays in terms of access to materials. The situation has been further exacerbated by other global events including the war in Ukraine, which has not allowed the market to recover. This has seen increases in construction costs due to the impact on the market and availability of materials. In turn this has the potential to impact/delay our ability to deliver some aspects of the Sustainable Communities for Learning Investment Programme.</p>



<b>1.2 Risk Owner</b>		<b>Head of Strategy, Community Learning and Resources (TB)</b>				
<b>1.3 Impact on our contribution to the Wellbeing Goals</b>						
<b>A Globally Responsible Wales</b>	<b>A Prosperous Wales</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture and Thriving Welsh Language</b>
No	Yes	No	No	Yes	No	Yes

<b>1.4 Risk Categories</b>		
<b>Categories</b>	<b>Yes/No</b>	<b>Definition</b>
<b><i>Political &amp; Legislative</i></b>	Yes	<p>Inability to meet Welsh Government guidance by failing to retain no more than 10% surplus places. Failure to improve the quality of buildings to make them safer and more accessible, resulting in a breach of our duties under the Health and Safety Act Disability Discrimination Act.</p> <p>The Council could fail to meet the statutory requirement to meet the demand for Welsh medium school places and the need to meet the Welsh Government commitment for one million Welsh speakers by 2050.</p>
<b><i>Resources</i></b>	Yes	<p>Failure to deliver the programme in line with plans approved by Welsh Government could impact on the Council's success in securing grant funding in future bands of the Sustainable Communities for Learning Programme. There is the concern that global events could further compound this risk. This could impact on the ability to secure funding and jeopardise delivery of the School Investment Programme.</p> <p>There is the risk that insufficient s106 money will impact on our ability to secure sufficient places in schools where there is the highest demand for places.</p> <p>The Council's success in securing capital receipts is critical to the delivery of the programme. Failure to generate capital receipts would result in increased prudential borrowing, the cost of which would need to be met from the education revenue account at a time when services will be required to identify substantial savings as a result of reductions to the Council's aggregate external financing.</p> <p>Failing to reduce surplus places through investment impacts on effective resource management in schools.</p> <p>Insufficient funds to carry out prioritised asset renewal schemes impacts on health and safety.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>A requirement of Sustainable Communities for Learning is that all grant funded schemes should meet BREEAM Excellent which addresses wide-ranging environmental and sustainability issues. Additionally all new schools which have not had their Outline Business Case approved as of 1<sup>st</sup> January 2022 must be delivered as net zero carbon in operation. Welsh Government have made further funding available to cover the increase in costs to achieve net zero carbon in operation schools.</p> <p>Failure to deliver schemes would impact adversely on a range of factors including energy efficiency, carbon emissions, minimising waste and improvements to community involvement and social inclusion.</p> <p>Impact of supply chain issues and escalation of material costs on deliverability of projects within Band B programme. Increasing overall costs for project deliveries. Without additional funding from Welsh Government to address the market changes current and upcoming schemes would become undeliverable within current budgets. The shortfall would need to be met from the education revenue account at a time when services will be required to identify substantial savings as a result of reductions to the Council's aggregate external financing</p>
<b><i>Service Delivery and Wellbeing</i></b>	Yes	<p>Failure to implement an appropriate school reorganisation programme as a result of not achieving our surplus place target. Impact of new housing developments is likely to place a significant pressure on school place planning, particularly as the Council is progressing its Replacement Local Development Plan. Insufficient capital funding for building works could lead to further deterioration resulting in implications for health and safety. Funding for adaptations to schools under Disability Discrimination Act is limited and could result in a pupil not being able to attend the school of choice or not being able to access facilities used by other pupils.</p> <p>Failure to meet demand for Welsh medium education.</p> <p>Impact of a poor learning environment on a pupil's learning experience if we fail to meet the Sustainable Communities for Learning standard outlined in the Building Bulletins.</p> <p>Global events have the potential to impact/delay our ability to deliver some aspects of the Sustainable Communities for Learning Investment Programme into the short to medium term due to the cost and availability of materials.</p>
<b><i>Reputation</i></b>	Yes	<p>Failing to provide the right type and number of school places in the right areas could result in the Council being in breach of statutory requirements which would impact on its reputation.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		Similarly, closure of schools as a result of building failure would attract negative publicity and criticism from the community and regulators.

## 2 – Risk Evaluation

### 2.1 Inherent Risk Scoring

Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	4 (Catastrophic)	<b>12 (High)</b>
<b>Resources</b>	3 (Probable)	4 (Catastrophic)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	3 (Probable)	4(Catastrophic)	<b>12 (High)</b>
<b>Reputation</b>	3 (Probable)	4 (Catastrophic)	<b>12 (High)</b>
<b>Overall Inherent Risk Score</b>	<b>3 (Probable)</b>	<b>4(Catastrophic)</b>	<b>12 (High)</b>

### 2.2 Controlling Inherent Risk

Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>Awareness raising session held with members, Insight board and CMT on the issues associated with the Sustainable Communities for Learning Programme with the need to release funding through the rationalisation of places and the need to generate capital receipts.</li> <li>Comprehensive governance structures in place to effectively monitor and manage delivery of the programme such as Programme Officers and a Programme Board including the Strategic Investment Programme Chief Officers Group (strategic), the Strategic Investment Project Board (operational) and engagement with Welsh Governments Gateway Review programme to identify opportunities and risks with key stakeholders .</li> </ul>	2	2	4

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Strategy to support Welsh medium education, Welsh language promotion and contribute to Welsh Governments target of one million Welsh speakers by 2050 through the Council's Welsh in Education Strategic Plan (WESP).</li> </ul>			
<b>Resources</b>	<ul style="list-style-type: none"> <li>Continue to review existing land ownership and progress the sale of land to generate capital receipts to fund the school reorganisation and investment programme.</li> <li>Robust performance management in place for the tendering and monitoring of delivering of the programme and completion of the projects.</li> <li>We effectively influence negotiations in relation to accessing and maximising the use of S106 monies within the designated timescales and associated usage requirements. Agree amendments to the Planning Obligations SPG to create a more flexible approach to acquiring and using s.106 funding and account for the impact developments have on ALN provision which generally require more funding to develop. Ensure SPG is updated to reflect new statistics released following the 2021 Census.</li> <li>(See update in service delivery section below) Data relating to new housing developments and population projections is now available and being used to model options for school place planning for the long term.</li> <li>A preferred alternative site for Pupil Referral Unit (PRU) has been identified and has been approved at the planning stage. Existing agreement at Amelia Trust Farm extended until September 2023 to accommodate slippage in CLWB School delivery.</li> <li>The Vale WESP 2020 Update was approved by Welsh Government and has been adopted by the Council.</li> <li>Barry Secondary Learning Projects continue to progress - construction is</li> </ul>	1	2	2

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>complete at Whitmore and Bro. Construction of the new school at Pencoedtre and demolition is complete with externals outstanding.</p> <ul style="list-style-type: none"> <li>• Full Business Case approval for Cowbridge Primary School and CLWB have been received from Welsh Government. First schemes to be approved under the new cost increases which have seen projects costs rise significantly during the construction phase.</li> <li>• “Being Bilingual” web page available on website with information on Welsh medium education and access to the Welsh Medium Education Survey for completion.</li> <li>• A proposal has been established to address English and Welsh medium primary education in Cowbridge (Western Vale). A phased approach is being proposed with English medium being addressed as part of phase 1 and Welsh medium being addressed as part of phase 2. Proposals for Penarth are subject to planning permission being granted for the Cosmeston development for expanded ALN provision.</li> <li>• Developed proposals for a Centre for Learning and Well-being implemented in September 2021, PRU discontinued in the Vale of Glamorgan, now managed under Ysgol Y Deri through Centre for Learning and Well-being.</li> <li>• Condition Reports of Education Estate completed which identify urgent, necessary, and lower priority works to school buildings and estimates potential costs for works. Help inform future investment for Sustainable Communities for Learning programme.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>• Actively participate in the Council’s Carbon Management Group.</li> <li>• Construction of Llancafarn Primary School, the first net zero carbon in operation primary school in Wales, has been completed now operational</li> </ul>	1	2	4

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>and monitoring energy usage. The Council has achieved 100% funding for net zero elements on Cowbridge and CLWB projects from Welsh Government. Additional Council funding was agreed to ensure Ysgol Sant Baruc school would be all electric and low carbon operational building.</p> <ul style="list-style-type: none"> <li>• Re-evaluating current and future schemes to ensure they met net zero carbon principles. Welsh Government have committed all new schools in Wales will now be net zero carbon from 1<sup>st</sup> January 2022 where they have not had their outline business case approved.</li> <li>• Work closely with the Planning Officers to identify potential educational demand as a result of new housing developments in order to maximise S106 funding.</li> <li>• Llantwit Major Learning Community opened (that incorporates redevelopment of Llantwit Major comprehensive school).</li> <li>• Colcot Primary School Barry – Refurbishment (fully funded by Local Authority)</li> <li>• Romilly Primary School, Barry – new foundation phase block. (Band A)</li> <li>• New 60 place part-time Fairfield Nursery opened.</li> <li>• Both Whitmore High School (previously Barry Comprehensive) and Pencoedre High School (previously Bryn Hafren) are now open and operating successfully.</li> <li>• Ysgol Bro Morganwg has been completed.</li> <li>• School Development needs and condition survey assessments will continue to inform the new school modernisation programme. This work will require liaison between School Organisation, the Sustainable Communities for Learning team and Property team looking at need as it relates to place planning up to 2026. Surveys are complete and under review to inform decisions over the next 5-year period. Suitability surveys</li> </ul>			

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>progressing in the 2022/23 Autumn term to identify suitability works throughout the education estate.</p> <ul style="list-style-type: none"> <li>• New admission arrangements for 2022/23 have now been concluded. Admission arrangements consultation approved by Cabinet included some changes to original proposals.</li> <li>• Cabinet have approved the proposal to reconfigure primary provision in the Western Vale following consideration of the objection report. St David's Primary School and Llancafarn Primary School have been implemented. Redevelopment of St Nicholas has been delayed due to original proposal refused at planning stage. Revised proposal approved at planning stage. Statutory consultation was needed to be restarted under new proposal and moving to final determination stage.</li> <li>• Sustainable Communities for Learning programme Band B projects progressing- Whitmore, Ysgol Gymraeg Bro Morgannwg, St David's and Llancafarn schemes are delivered with some outstanding minor works to be finalised. Pencoedtre new school building has been delivered, externals are underway. Contractor is on site constructing the Centre for Learning and Wellbeing and Cowbridge Primary Provision projects. St Nicholas Scheme approved at planning stage, Welsh Government Investment Panel recommended scheme for approval with amendments due to high abnormal costs associated with the scheme, awaiting decision from Minister for Education and Welsh Language. YYD2 is at outline planning stage and awaiting planning approval before</li> </ul>			

<b>2.2 Controlling Inherent Risk</b>				
<b>Category</b>	<b>Current Controls</b>	<b>Effectiveness of controls</b>		
		<b>Likelihood Score</b>	<b>Impact score</b>	<b>Total Score</b>
	purchasing land, contractor has been appointed to deliver design contract.			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>• Survey demand for school places in line with the Council's Welsh Education Strategic Plan.</li> <li>• Periodic review rolling 25-year plan for school's asset renewal.</li> <li>• Periodic review of school capacities and identification of alternative use for school buildings where there is high surplus capacity. Improving community benefits through identified surplus capacity and/or providing additional learning opportunities.</li> <li>• Robust consultation and engagement exercises undertaken with local communities regarding any proposed school developments/changes. Lockdown restrictions eased, re-instating face to face engagement events for statutory consultations and planning consultations.</li> </ul>	1	2	2
<b>Overall Effectiveness of Controls</b>		<b>1</b>	<b>2</b>	<b>2</b>



CR3: School Reorganisation

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	4	12	2	2	4	2	2	4		
Resources	3	4	12	1	2	2	3	2	6		
Service Delivery & Well-being	3	4	12	1	2	2	3	2	6		
Reputation	3	4	12	1	2	2	3	2	6		
<b>Average risk score/ direction of travel</b>	3	4	<b>12</b>	1	2	<b>2</b>	3	2	<b>6 (Medium)</b>		

CR3: School Reorganisation

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
SRR/SL00 1 (SL/A002)	Strengthen our approach to communicating, engaging and involving schools, parents and their children and other key stakeholders to ensure all pupils have access to an appropriate learning environment that meets their needs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/LL	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Completed self-assessment survey and face-to-face discussions with school clusters regarding our services, support and engagement processes.												
SRR/SL00 2 (SL/A025)  Links to Envntal risk	Encourage and support sustainable changes via the wider school reorganisation programme with a focus on increasing opportunities for active and green travel and participation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/LL	March 2023	Green (On Track)

CR3: School Reorganisation

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Following the relaxation of COVID restrictions, staff within Strategy & Resources are continuing to be given the opportunity to work from home should they wish to do so, thereby reducing the impact of unnecessary travel.												
SRR/SLOO 3 (SL/A023)	Improve existing school buildings and deliver new buildings for St Nicholas, St Baruc, the Centre of Learning and Well-being, Ysgol y Deri, and primary school provision in Cowbridge, where possible making them low carbon and ideally zero carbon buildings to operate.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Ysgol Sant Baruc is under construction and will be delivered as low carbon. St Nicholas is planned for construction in September 2022 and will be net zero carbon in operation. Centre for Learning and Wellbeing is under construction and will be net zero carbon in operation. Ysgol Y Deri is planned for construction in October / November 2022 and will be net zero carbon in operation. The team are aiming to improve existing construction model to include net zero carbon during construction to make new project net zero over whole life.												
SRR/SLOO 4 (SL/A013)	Deliver Sustainable Communities for Learning Programme improvements (Band B) including the expansion of Ysgol Y Deri, a new school building at St Nicholas, expansion of primary school capacity in Cowbridge, the development of a Centre of Learning and Well-being.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB	March 2023	Green (On Track)

CR3: School Reorganisation

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	<p>Delivery of Band B projects has remained on track in terms of the overall programme which ends in 2026.</p> <p>In terms of 2022/23 the following school buildings are under construction:</p> <ul style="list-style-type: none"> <li>• Ysgol Sant Baruc (Barry Waterfront) – Complete in April 2023.</li> <li>• Cowbridge Primary Provision (Phase 1) – Construction Start May 2022, completion August 2023.</li> <li>• CLWB – Construction Start May 2022, completion August 2023.</li> </ul> <p>The following projects have yet to start onsite:</p> <ul style="list-style-type: none"> <li>• St Nicholas CiW School – planning approval April 2022. Construction started in September 2022 (reliant on SAB approval) completion August 2023.</li> <li>• Ysgol Y Deri – planning approval November 2022. Construction Start January 2023, completion February 2024.</li> </ul> <p>The Nursery provision in Penarth project has been discontinued due to project not being feasible following further investigation. The Penarth Primary Provision Project has been placed on hold and removed from the programme funding envelope due to delays relating to the release of the site which is associated with a residential development that has yet to come forward.</p> <p>It is considered based upon the available information; the remaining Band B projects will be delivered by the end of the programme in 2024.</p> <p>Council is aiming to expand the programme to include 3 additional schemes as the programme is over 80% complete. These are in the early feasibility stage and subject to Welsh Government approval will be added to the SOP in October / November 2022.</p>												

CR3: School Reorganisation

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
SRR/SLOO 5 (SL/A014)	Work with others including key businesses to support training, employment and the development of skills for the future through opportunities via the 21st Century Schools and the Council's Kick Start Apprenticeships programmes.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Planned construction employment events with C4W continue as part of the ongoing projects. The programme team will continue to work with C4W to develop a series of construction themed events targeted at job seekers. Events have included a construction preparedness digital workshop, site tours and mentoring sessions. Contractors continue to work with C4W to develop better links with supplier preferred agencies so the process is easier to inform service users when opportunities arise.												

Appendix 4 Corporate Risk 4: Waste

1 – Risk Overview

1.1 Risk Description

This risk relates to the effectiveness of diversionary activities and initiatives in place to meet the requirements of the European Landfill Directive. There is a Statutory Target for Recycling based on the Welsh Government's 'Towards Zero Waste' Waste Strategy. Aligned to this are national statutory landfill reduction/ diversionary targets. Failure to meet the national waste agenda and meet its associated targets increases the likelihood of incurring significant fines and could have detrimental impact on the Council's reputation.

The biggest shift change has been in relation to reducing the volume of residual waste. The Council secured capital funding from the Welsh Government's Collaborative Change programme as part of the Waste Strategy to implement a restriction of residual waste. From September 2018, all households across the Vale of Glamorgan were restricted to putting out two bags per fortnight (with exemptions for those with six or more residents, pet waste/bedding, ash from household fires/log burners and adult hygiene products). To oversee this roll out and enforcement, waste wardens have been appointed. This shows that this service changes have resulted in over a 30% reduction in residual waste.

In progressing our Waste Strategy, we continue to look at ways of further increasing our recycling rates across the Vale of Glamorgan. Although the Vale of Glamorgan Council continues to be one of the top performing authorities for meeting its recycling targets, more recently we have experienced a growing problem with contamination. This has been due to non-recyclable items such as soiled nappies, food waste and cat litter being mixed with recycling. To combat this problem and to reduce our use of single use plastic, the use of single use plastic bags for placing out recycling has been removed. Recyclable waste will only be collected if it is placed in Council-issued bags/boxes.

The roll out of the Waste Blueprint has commenced. This is seeing us make the transition from the collection of co-mingled recyclables to source-segregation of recycled materials. As this is a significant shift change for how we operate our services and our residents. These changes are being introduced as part of a phased roll out that initially commenced in the rural Vale before it progressed in Barry (October 2020) and is planned for Penarth in Spring 2023 .

The planned roll out to Barry was delayed by 4 months, due to COVID-19. Penarth will now be rolled out Spring 2023 as it is dependent on the permanent Waste Transfer Station at the Atlantic Trading Estate being operational. The first phase of construction was initially due to be completed Autumn 2022 but as a result of receiving additional grant funding from Welsh Government, it will allow the future development to be completed sooner, and construction all in one stage. This positive news also enables to Council to reduce revenue costs associated with the transfer of residual and green waste across Neighbourhood Services. . Alongside this the Reuse Shop is due to be completed in early summer 2022.

<b>1.2 Risk Owner</b>		<b>Head of Neighbourhood Services and Transport (ER)</b>				
<b>1.3 Impact on our contribution to the Wellbeing Goals</b>						
<b>A Globally Responsible Wales</b>	<b>A Prosperous Wales</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture and Thriving Welsh Language</b>
Yes	Yes	No	Yes	No	No	No

<b>1.4 Risk Categories</b>		
<b>Categories</b>	<b>Yes/No</b>	<b>Definition</b>
<b><i>Political &amp; Legislative</i></b>	Yes	Failure of contract agreements associated with our waste collaborations. Failure to comply with statutory waste targets and the associated Welsh Government guidance.
<b><i>Resources</i></b>	Yes	<p>Inability to streamline our approach to optimise productivity as consequence of budgetary cuts and/or staff shortages that will impact on our performance against waste reduction targets.</p> <p>Inability to effectively monitor and manage our contract agreements resulting in poor contractual compliance and performance. This risk is pertinent in light of COVID.</p> <p>Council incurs fines as a result of failing to meet statutory waste reduction targets.</p> <p>National Welsh Government grants are withdrawn as a result of failing to meet statutory waste reduction targets.</p> <p>Diversion of resources in response to COVID-19 impacts on our resource capacity to progress key waste projects e.g. waste transfer station and roll out of the Blueprint.</p>
<b><i>Service Delivery and Wellbeing</i></b>	Yes	<p>Failure to increase recycling rates and reduce landfill waste to an acceptable level (zero waste by 2050). This risk has multiple potential environmental impacts including:</p> <p>i.e. climate change implications (waste currently contributes around 4.7% of direct greenhouse gas emissions in Wales);</p> <p>ii. pollution of the local environment (e.g. contamination of groundwater; soil contamination).</p> <p>Failure to effectively communicate and engage with residents regarding the importance of recycling and composting resulting in poor buy in and reduction in recycling rates.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Poor engagement with the hard-to-reach section of our community resulting in lower recycling and composting take up rates.</p> <p>Poor communication following any change in collection methodology resulting in poor take up of recycling and composting services.</p> <p>Increasing waste budget pressures as a result of new developments and an inability to deliver savings in waste management services.</p> <p>Inability to implement the Waste Blueprint consistently across the Vale in a timely way, as result of disruption to project timetable.</p> <p>Failure to complete the full (phase one and two) construction of the permanent waste transfer station by Spring 2023 further delaying the final phase 3 of services changes (introduction of the blueprint) to Penarth,</p>
<b>Reputation</b>	Yes	Failure to meet the statutory waste targets and comply with the Welsh Government's waste strategy would have a detrimental impact on the resident's perception of Council services and would attract criticism from our external regulators and Welsh Government.

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	4 (Almost Certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	4 (Almost Certain)	3 (High)	<b>12 (High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>4 (Almost Certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>



2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>Partnership established to progress the regional waste solution and Project Gwyrdd and the organics plant are up and running</li> <li>Waste Resource Action Programme (WRAP) is completed. Cabinet agreed a black bag restriction for 2018/19 to move on a phased basis to the Welsh Government Blueprint which commenced on the 14<sup>th</sup> October 2019 for the Rural Vale with roll out to Barry in October 2020. Penarth is planned for Spring 2023</li> </ul>	1	2	2
<b>Resources</b>	<ul style="list-style-type: none"> <li>Welsh Government's Waste Data Flow Web-based reporting system and statutory National Performance Indicators.</li> <li>The 25-year Project Gwyrdd contract has been operational since 2016 which has very effective project management processes in place.</li> <li>Joint recycling contract is in place for food and green waste composting reprocessing in partnership with Cardiff City Council.</li> <li>Household Waste Recycling contract operated by the company FCC.</li> <li>A revised Waste Strategy was presented to Cabinet on the 28<sup>th</sup> March 2022 and has been referred for public consultation over the summer and the results reported back to Cabinet during the autumn. The Strategy will consider the next statutory recycling target of 70% by 2024/25. In line with this Strategy, Capital funding has been received to implement the service changes for kerbside collections and to construct a Waste Transfer Station.</li> <li>Since October 2019, the environmental enforcement service has been brought back in house under a new enforcement team. From 1<sup>st</sup> April 2020 a new dual enforcement team was established. A review of the Service has recently commenced.</li> <li>Annually bid for Welsh Government Environment and other Grants to deliver improvements to the waste management infrastructure.</li> </ul>	1	1	1

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Ongoing monitoring of budgets and grant funding to ensure we are able to deliver the National Waste agenda.</li> <li>Emergency Powers sought to authorise the appointment of 12 new permanent LGV driver posts to enhance our resilience by securing temporary and agency staff working in the service area.</li> <li>There have been further resource shortages as a result of the national driver shortage and measures implemented to increase our resilience to this ongoing issue.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>Increased waste awareness initiatives and participate with Keep Wales Tidy events.</li> <li>Welsh Government's Waste Data Flow Web-based reporting system and statutory National Performance Indicators.</li> <li>Implementation of real time tracking and communication with Waste Collection fleet to achieve improved working efficiencies and service delivery.</li> <li>Revised enforcement policy to reduce litter, fly tipping and dog fouling offences has been introduced. A further report was approved by the Council relating to dog controls in March 2021 and Cabinet will be considering a revised enforcement policy in late Spring.</li> <li>Council has continued to undertake its normal approach to recycling awareness which has allowed us to ensure we remain on track. This is updating the web site, undertaking letter drops to residential areas where there is poor participation, roadshows with the event trailer and a school education programme.</li> <li>The interim Waste Transfer Station (WTS) at Cowbridge is operational.</li> <li>The planned Blueprint roll out for 2020/21 has now been completed in relation to Barry. Penarth roll out due to commence Spring 2023 subject to Waste Transfer Station being operational.</li> </ul>	1	2	2

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>The service exceeded the current statutory recycling rate from its performance during 2020/21.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>Regularly implement high profile campaigns in the community to raise awareness of the importance of recycling, composting. Consultation regarding possible changes to waste service including a series of engagement events through throughout the Vale of Glamorgan area.</li> <li>Maximise the use of social media to raise awareness and promote and launch campaigns. We also utilise our Environmental Enforcement Partner to raise awareness of dog fouling/littering issues.</li> </ul>	1	2	2
<b>Overall Effectiveness of Controls</b>		<b>1</b>	<b>2</b>	<b>2</b>

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	1	2	2	3	2	6		
Resources	4	3	12	1	1	1	4	3	12		
Service Delivery & Well-being	4	3	12	1	2	2	4	2	8		
Reputation	3	3	9	1	2	2	3	2	6		
<b>Average risk score/ direction of travel</b>	4	3	<b>12</b>	1	2	<b>2</b>	4	2	<b>8(Medium /High)</b>		

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term				
WMR/NSO 01 (NS/A050)	Monitor budgets to ensure we are able to deliver the National Waste agenda through effective use of grants and resources to exceed the National Domestic Waste Recycling Target for 2024 / 2025.	✓	✓	✓	✓	✓			✓	✓	CS/AP	March 2023	Green (On Track)	
<b>ACTION UPDATE:</b>	Regular monitoring meetings are held with the Council's capital accountant to ensure that WG grants are effectively being spent and remain on within budget, assisting the authority to achieve WGs recycling target of 70% by 2024/25.													
WMR/NSO 02 (NS/A047)	Complete the Vale of Glamorgan Waste Management Strategy 2022-2032 and supporting action plan in line with Welsh Government statutory guidance and the Well-Being of Future Generations (Wales) Act 2015.	✓	✓	✓	✓	✓			✓	✓	CS	March 2023	Green (On Track)	
<b>ACTION UPDATE:</b>	The Waste and Recycling Strategy is scheduled to go out to public consultation during Q2. Any responses will be collated and reviewed and findings will be reported back to Cabinet.													
WMR/NSO 03	In accordance with the Vale of Glamorgan Waste Management Strategy 2022-2032, deliver a range of improvements to waste	✓	✓	✓	✓	✓			✓	✓	✓	CS/AP/ MC	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
(NS/A048)	management including the final roll out of the new recycling arrangements in Penarth and for Vale wide flats and apartments, creation of a Re-Use Facility in Barry, completion of the Resource Recovery Centre and a new Household Waste Recycling Centre in the Western Vale near Llandow, and monitor and review existing waste collection rounds.												
<b>ACTION UPDATE:</b>	The service continues to work towards implementing improvements with the re-use shop set to be operational later this year. The Resource Recovery Facility is currently under construction with works scheduled to be completed towards the end of the year, resulting in the site being operational from Spring 2023. Once operational service change improvement to Penarth, and Vale wide flats and apartments will be introduced.												
WMR/NSO 04 (NS/A041)	Work with partners and community groups including Keep Wales Tidy to develop a litter and enforcement strategy and deliver a variety of activities to improve Local Environmental Quality (LEQ) including litter prevention and awareness raising.		☑	☑			☑	☑	☑	☑		March 2023	<b>Green (On Track)</b>

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	The service area has continued to work with Keep Wales tidy and a coordinated approach to working to improve Local Environmental Quality. During the first quarter officers are working with KWT / Caru Cymru to deliver community litter picking projects, educational / preventative methods for 2022 through the use of street art, and social media. Successful litter hubs also continue to be run throughout the Vale.												
WMR/NSO 05 (NS/A046)	Ensure there are sufficient and appropriate end designations for the resale and reuse of recyclate material and minimise the export of recycling and waste wherever possible.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	CS/BT/JW	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	The service continues to work with wrap on a national level to establish long term sustainable local market for recyclate. Once the roll out to Penarth is complete this will reduce the amount of comingled recycling material and minimise any potential to export recycling.												
WMR/NSO 06 (NS/A049)	Promote recycling and waste elimination via social media campaigns.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	CS/AP	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Officers continue to work with our internal communications team on the continued development of social media campaigns to raise residents and visitors understanding and knowledge of what and how the Vale recycles. Additional use of regional campaigns will also be used to assist in waste elimination and reduction.												
WMR/NSO 07 (NS/A051)	Undertake waste investigations and prosecutions.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	CS/AP	March 2023	<b>Green (On Track)</b>

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	The roll out of the collections blueprint is minimising the export of recycling material. Once the changes to flats and apartments are made, this will also reduce any risk as the material will be collected separately. Additionally, on completion of the proposed new Resource Recovery Facility this will replace any residual comingled collections to complete a more sustainable collection and treatment process.												
WMR/NSO 08	Enforce Public Space Protection Orders in relation to alcohol and dog controls.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DM	March 2023	<b>RED (Slipped)</b>
<b>ACTION UPDATE:</b>	No update available.												



Appendix 5 Corporate Risk 5: Workforce Needs

1 – Risk Overview	
<p>1.1 Risk Description</p>	<p>As the Council continues to go through significant change over the next few years it is imperative that we are able to anticipate the human resources implications of such change and ensure that we have a number of people with the right skills and experience to deliver the services of the future. In managing the risk it is important to consider the particular challenges presented by the current financial pressures (in particular the impact of the cost-of-Living crisis) within the public sector, the need to ensure the engagement of staff throughout the change process and the need to plan for and respond to issues of skills shortages.</p> <p>This risk needs to be considered alongside the Council’s Reshaping programme agenda could have on our workforce. Therefore, the innate risk is the inability to anticipate and plan for the workforce needs of the future in order to meet the changing service requirements.</p> <p>We continue to experience difficulties in recruiting and retaining staff in many key service areas across the Council e.g. namely in social care such as residential care, domiciliary care, social workers as well as cleaners, HGV drivers and wider administrators. Skill shortages also exist in many areas like legal services, planning, project management, ICT, health and safety roles where market forces have impacted on our ability to recruit and retain skilled/qualified staff. The capacity element of this risk was initially triggered by the COVID-19 pandemic. Its aftermath has significantly impacted on all aspects of how we operate our services, particularly in relation to issues such as staff turnover, absence and capacity which will continue to be monitored and kept under ongoing review.</p> <p>The pandemic has given rise to a more transient workforce, where individuals no longer feel tied to employment in sectors where they are not rewarded/recognised and/or to their geographical locations. This has led to the creation of an employee market, where vacant posts across our UK economy are outstripping employee supply. Consequently, employees have greater leverage regarding the employment decisions they make which has created a transient workforce culture, where we see individuals join the council to acquire new skills/experience over a short period, before moving on quickly to other positions/roles outside the organisation. Unless we can effectively address the driving forces behind a ‘transient workforce’ we will be unable to address retention into the longer term. It is vital that we look at how we can address the capacity issues into the longer term in order to enhance resilience to the staffing challenges that lie ahead.</p> <p>The capacity issues we are now witnessing are being further compounded by the effects of the cost-of-living crisis. Inflationary pressures are putting strain on the incomes of our staff which is being more acutely felt by those who are at the lowest end of our pay structures. Consequently, we are now seeing the impact of these inflationary pressures on our staff attrition rates. Increasingly, we see staff are leaving the organisation to work in similar roles in other public/private sector roles for higher salaries. The cost-of-living crisis is also putting significant pressure on our own finances and our ability to significantly adjust our pay structures in line with inflation. Although, the Council successfully adopted the living wage as part of its single status pay structure in May 2022 for its lowest scale staff, the rise does not equate to rising cost of living when inflation has reached over 10%.</p>

CR5: Workforce Needs

	<p>Levels of discontent regarding pay within the public sector is on the rise where we have already seen a number of sectors declare strike action and it is anticipated that this will continue to remain a pressure point throughout this year. Annually, like all other local authorities we produce a pay statement and where necessary we utilise market forces to address any gaps in pay. In the past, we have managed pay issues for individual posts/positions through putting cases forward based on market forces. This has been used in the case of ICT professionals, lawyers and planners in the past and more recently for HGV drivers. However, it is acknowledged across the sector and unions that this approach is not sustainable into the longer term as it has the potential to lead to an equal pay litigation risk.</p> <p>Our approach going forward will be to focus on taking a more staged approach to how we review pay by doing this in tandem with the review of our Strategic Workforce Plan, a refresh of our Recruitment and Attraction Strategy, the establishment of a Vale Academy Model and a focus on developing wider package of benefits for being a Vale employee.</p> <p>The challenge going forward, will be on how we can maximise opportunities to shape our workforce so that we can enhance capacity and resilience so that our workforce is fit for the future.</p>
--	--

<b>1.2 Risk Owner</b>		<b>Head of Human Resources and Organisational Development (TD)</b>				
<b>1.3 Impact on our contribution to the Wellbeing Goals</b>						
A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
No	Yes	Yes	Yes	Yes	Yes	Yes

<b>1.4 Risk Categories</b>		
Categories	Yes/No	Definition
<b><i>Political &amp; Legislative</i></b>	Yes	<p>Political and legislative repercussions of failing to implement the agreed actions set out in the Council's Workforce Plan would impact adversely on the Council's ability to ensure the workforce needs of the future are met.</p> <p>Increased risk of challenge and the potential for litigation especially from an equal pay perspective by using 'Market Forces' to address pay issues on an individual/small group basis. This could impact on the council if poor judgement is exercised regarding workforce related decisions.</p>
<b><i>Resources</i></b>	Yes	<p>A failure to implement the agreed actions set out in the Council's Workforce Plan would impact adversely on a range of factors including the commitments to increase the number of apprenticeships within the Council (and wider community), the increase of younger employees (as a percentage of the wider workforce) and the aims within the Council's Equalities Strategy.</p> <p>A failure to implement the agreed actions set out in the Council's Workforce Plan would impact adversely on the Council's ability to ensure the workforce needs of the future are met.</p> <p>A failure to implement the agreed actions set out in the Council's Workforce Plan (and specifically in relation to change</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>management) would impact adversely on the Council's ability to respond to financial challenges over the next four years.</p> <p>Inability to recruit and retain suitably qualified staff with appropriate skills in the right areas to deliver services effectively. E.g. Inability to recruit and retain staff in business-critical posts due to the impact of market forces and/or skill shortages. This is already impacting on some key areas within Social Services, Neighbourhood Services and Resources.</p> <p>Risk of a loss of leadership impacts on our ability to continue to drive forward organisational change. Higher sickness/ insufficient capacity within services impacts on our ability to effect change at a time when efforts are focused on managing our resources effectively.</p> <p>Potential failure to effectively engage and mobilise our resources to deliver our workforce priorities and have the appropriate skills in place, in the right areas to deliver services effectively.</p> <p>Failure to effectively address staff wellbeing and potential burn out of staff will challenge our capacity and resilience to operate services into the longer term. Now that more remote ways of working are embedded across the organisation, there is the risk that we fail in our duty effectively support the wellbeing of our staff.</p> <p>Rising budgetary pressures and affordability to sustain staff capacity. Consequently, vacant positions and the increased pressure on staff to take on additional responsibilities could impact on their wellbeing and lead to staff absences.</p> <p>Lack of an affordable pay solution to address inflationary pressures is likely to further compound and widen the recruitment and retention issues across the organisation.</p>
<b>Service Delivery and Wellbeing</b>	Yes	<p>Failure to properly anticipate and respond to future workforce needs. Not effectively mobilising our workforce to respond to the organisation's changing workforce needs could pose a threat to sustainable service delivery and our ability to meet our priorities as set out in our Corporate Plan/Annual Delivery Plan.</p> <p>Risk that the existing workforce lacks the skills required to operate under a 'new operating model' in order to transform services that are fit for the future. For example, any further expansion of the digital agenda will require whole scale upskilling of the workforce and the development of a new set of skills that may not already be present in the workforce. Any emerging skills gaps could impede our progress in improving the quality and efficiency of our services and jeopardise the viability of our services in the future.</p> <p>Any rise in staff turnover rates has the potential to compound existing workforce pressures in terms of our capacity and any existing recruitment/retention challenges across the Council.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Risk that inflationary pressures could result in employee discontent with pay which could give rise to industrial action which could result in potential service disruption/business continuity issues.</p> <p>Inability of leadership to respond to the changing policy landscape and the challenges this presents (cost of living crisis), impacting on our ability to deliver services to meet the needs of our citizens.</p> <p>Retention issues and skill shortages within business-critical posts where recruitment and retention difficulties already exist such as HGV drivers and domiciliary care etc has the potential to impact on service performance and in worst case scenarios business continuity.</p>
<b>Reputation</b>	Yes	<p>Negative perception of the Council amongst citizens as an employer impacting on recruitment and retention rates across the organisation. This is particularly applicable in relation to some front-line positions which are lower paid e.g. care home staff and waste operatives. Consequently, these posts maybe seen as less desirable which in turn may compound recruitment difficulties.</p> <p>In the context of growing public discontent in light of the wider cost of living pressures, pay scales that are below market rates or other competing organisations are more attractive to prospective employees.</p> <p>Failure to put in place succession pathways in place to address our ageing workforce in specific service areas.</p> <p>A key aspect of the workforce plan (section 6/theme viii) is the need to ensure the Council have a workforce that reflects the wider community. Within this are specific aspects to ensure that measures are taken to ensure representation from protected groups under the Equalities Act 2010. A particular feature of this includes strategies to deal with occupational segregation and address the gender pay gap that exists nationally and locally. A failure to implement actions within the workforce plan would impact adversely on such equalities commitments and our reputation as an employer.</p>

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	4 (Almost certain)	4 (Catastrophic)	<b>16 (Very High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>

<b>Overall Inherent Risk Score</b>	<b>4 (Almost certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>
------------------------------------	---------------------------	-----------------	------------------

<b>2.2 Controlling Inherent Risk</b>				
<b>Category</b>	<b>Current Controls</b>	<b>Effectiveness of controls</b>		
		<b>Likelihood Score</b>	<b>Impact score</b>	<b>Total Score</b>
<b><i>Political &amp; Legislative</i></b>	<ul style="list-style-type: none"> <li>• CMT/Cabinet, Joint Consultative Forum and Change Management Board receives regular reports on a range of HR issues and developments.</li> <li>• Robust performance management arrangements in place across all service areas.</li> </ul>	1	1	1
<b><i>Resources</i></b>	<ul style="list-style-type: none"> <li>• Managers are supported through the management of change through training and ongoing advice from HR Officers and supported by Organisational Development.</li> <li>• The Workforce Plan is aligned to the Corporate Plan in relation to workforce needs. A review of corporate workforce priorities has been undertaken as part of the senior management development session and will now form the basis of a refresh of the Corporate Workforce Plan. The Workforce plan was reviewed in 2021 and is now being reviewed and refreshed again by end September 2022.</li> <li>• The HR team has been restructured in recent years to increase the information, planning and performance capacity of the team and to increase the focus on business and organisational development issues. This has been complemented by a renewed Workforce Development Strategy and draft Implementation Plan.</li> <li>• Continue to build upon and embed succession planning processes and have established a Strategic Workforce Planning Group.</li> <li>• The Leadership Café is an effective mechanism to support succession planning and leadership development across the Council. The Café has been rebranded during the first quarter of 2019/20 to the 'Learning Café' to broaden its focus and appeal to a wider section of the workforce. Recent cafes have featured new Directors.</li> <li>• The Management Competency Framework continues to be used to enhance skills and expertise at our Team Manager level. The competency frameworks are now complete and integrated into both iDev and the #itsaboutme process.</li> </ul>	1	1	1

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>• Management Competency Framework is live and is used with the #itsaboutme process. 'Staff Charter' is fully embedded within the organisation. To complement this, we have launched our new 'Culture Book'. Some commitments within the Staff Charter relate to celebrating success and staff recognition. The establishment of the 'Going the Extra Mile' scheme (GEM), provides an opportunity to put forward members of staff in recognition for their work. These stories are then celebrated and shared with staff on the internal Staffnet. In addition to this the Council has established a Team Awards event to recognise the good work of both individuals and team across the Council. Whilst the pandemic has paused this for 2020 plans are held in abeyance for an awards ceremony at the end of 2021 Staff awards.</li> <li>• Staff survey has been run to look at engagement strategy from autumn onwards.</li> <li>• Employee Core Competency has been launched to help identify and address skill gaps across the Council.</li> <li>• The Staff Engagement Strategy has now been embedded with mechanisms to evaluate ongoing engagement. There are quarterly joint CMT engagement meetings. The Vale Induction Programme contributes to our ability to build a resilient workforce, strengthen staff knowledge and understanding of the Council's vision, values and contribution to the achievement of our corporate priorities, this has recently been reviewed and refreshed following employee feedback.</li> <li>• HR Business Partners and Assistant Business partners continue to support managers in Change Management Reviews. Support was successfully provided in relation to the extension of the Shared Audit Service. Following a restructure within Audit, the Regional Internal Audit Shared Service is fully operational.</li> <li>• Chief Officer briefing sessions and management development sessions are now embedded and will next run in October 2022.</li> <li>• Apprenticeship pathway is in place to enable direct recruitment of apprentices and enables us to better support</li> </ul>			










2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>succession planning. This year we have introduced the Government Kickstart scheme to further support this process and hope to convert some of our 'kickstarters' across to apprenticeship programmes. Kickstart has been delivered with success.</p> <ul style="list-style-type: none"> <li>• Social Service OD and learning has now been brought back inhouse, with investment in additional staff ongoing to support this process. We continue to invest in training of social care professionals and support secondments and placements, in addition to establishing collaborative working relationships with Social Care Wales to ensure our processes align where relevant. For Resource Management &amp; Safeguarding a local training team has been established within the Organisational Development Team. Within Children and Young People Services, a Training Needs Analysis informed this years' CYPS training programme including implementation of a strengths-based approach.</li> <li>• Job Description and Person Specification for Adult Services Social Workers that includes a requirement to undertake Approved Mental Health Professional (AMPH) training has been approved and distributed to management.</li> <li>• A new mobile working solution with Neighbourhood services has been approved and procured.</li> <li>• Reviewed the Planning Team structure in light of increased demand for planning and other applications and recruited a new Senior Planner in Development Management and new Assistant Planner in Policy with the possibility of a pay and grading review to commence in April 2022. This most likely to be undertaken in a phased way once the Oracle project work is fully embedded.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>• Workforce planning processes delivered with a focus on alternative service delivery and workforce implications. This process is now being refreshed with a new operational emphasis for September 2021</li> </ul>	1	1	1

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>• The HR team continue to monitor and report performance against corporate health indicators including labour turnover and attendance data.</li> <li>• We continue to move towards a HR Self-Service model with further progression made with the Oracle project likely to be fully embedded in early 2023. Worked collaboratively with Trade Unions in relation to our frontline teams to ensure they have the necessary tools and skills to access these new systems.</li> <li>• Organisational Development support provided to the Reshaping programme continues to influence how we deliver alternative models of service delivery.</li> <li>• #itsaboutme staff appraisal process has been reviewed to ensure it remains relevant year on year to staff to connect staff activity to corporate priorities and ensures it continues to contribute to the Culture Book and Reshaping agenda. The appraisal process has been launched on iDev.</li> <li>• The Council is a Stonewall Champion committed to ensuring we have an inclusive workplace for all lesbian, gay, bi and trans-sexual staff. We have developed an action plan to further evidence that we have an inclusive workplace. The Council has contributed to the Stonewall Employment Index Survey We contribute to the development of GLAM, and the recently established Ethnic Minorities Network a new brand for the Council's network for our colleagues and allies.</li> <li>• Councils new Volunteering Policy has been launched. HR are working in collaboration with Neighbourhood Services to deliver a volunteering programme over the next 6 months.</li> <li>• The NJC Single Status pay award has adopted the living wage. This was agreed by Cabinet in May 2022. This will meet our national and local reward strategy obligations and place the council lowest pay rate for employees above the Foundation Living Wage rate.</li> <li>• The Management Competency Framework is in place. Several management development sessions continue to be held with managers focusing on managing the future, the Digital Strategy and commercialisation.</li> </ul>			



2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>Chief Officer briefing sessions and management development sessions have been held in accordance with the new Management Competency Framework. This work has helped ensure managers are up skilled to fulfil their roles effectively to meet the challenges facing the Council and the new ways of working as part of the Reshaping programme.</p> <ul style="list-style-type: none"> <li>• We have procured an E-Bulk solution to provide a significant reduction administration and the time in accessing Disclosure and Barring Services (DBS) certificates. The E-Bulk system service is now operational.</li> <li>• HR structure has been reviewed to ensure that it remains fit for purpose and that we can continue to streamline HR services that will enable staff to share and develop their skills. Further review work underway in the way in which HR support is provided to schools. A new model is currently being trialled in Whitmore and Pencoedtre, where positions will be seconded for two years.</li> <li>• Purchased an e-recruitment solution to enable us to automate all aspects of the recruitment process is under development.</li> <li>• Purchased an Occupational Health IT package to support the effective and efficient processing of all occupational health processes which is due to go live in April 2023 due to its alignment with Oracle.</li> <li>• Continued to develop the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council to embed these within the #itsaboutme appraisal system.</li> <li>• Launched an e-pay system, which will allow employees to access their personal pay information remotely and securely from a personal device, further reducing waste and our environmental and sustainable agenda.</li> <li>• Management promote and enhance staff involvement and engagement across the Council.</li> <li>• Increased opportunities for all with particular focus on underrepresented 16-24-year-olds to participate in work placements via the KickStart scheme.</li> </ul>			

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>The Regional Internal Audit Shared Service is fully operational.</li> <li>Staff have been encouraged to participate training and development to support their roles, which has been reaffirmed through the #itsaboutme process.</li> <li>Within Children and Young People's services, we have developed a targeted approach to recruitment of specialist and critical posts and the effective retention of staff to increase service resilience.</li> <li>We continue to keep under review staff wellbeing, with the continued and sustained support our staff with access to trauma informed training webinars for our all staff to access.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>All recruitment adverts promote the Council as an equal opportunities employer.</li> <li>The 'Staff Charter' is now embedded and work has commenced with the Engagement Forum to refresh the charter for the next 5 years aligned to the corporate plan as a result a new Culture Book was launched .</li> <li>The Council's Staff Engagement Strategy continues to be strengthened alongside an effective method of continuing evaluation. The profile of the Council as an attractive employer has been raised Contribution to the wider HR network across Wales as a promoter of innovative workforce practice is now under review.</li> <li>Developed good relationships with local education establishments (Cardiff University &amp; Cardiff and Vale College) as well as independent Apprenticeship providers.</li> <li>Continue to develop strong working relationships with all our recognised trade union partners, including Unison, NAHT, NASUWT, NEU.</li> <li>We are reviewing our gender pay gap to identify where progress is needed and any future workforce activity which could have an impact, in order to have an informed context behind the current 'gap'. This has been greatly reduced over the last 12 months to the current position of 2.72%.</li> </ul>	1	1	1
<b>Overall Effectiveness of Controls</b>		<b>1</b>	<b>1</b>	<b>1</b>

2.3 Residual Risk Scoring & Direction of Travel											
Category	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	4	3	12	1	1	1	4	3	12		
Resources	4	3	12	1	1	1	4	3	12		
Service Delivery & Well-being	4	3	12	1	1	1	4	3	12		
Reputation	3	3	9	1	1	1	3	3	9		
<b>Average risk score/ direction of travel</b>	4	3	12	1	1	1	4	3	12 (Medium/ High)		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/HR001 (HR/A001)	Support organisational-wide change as part of the Council's new Transformational Change Programme, COVID recovery, Brexit and the climate and nature emergencies including any HR and OD issues that may arise.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The implementation of the Oracle system is ongoing with significant work being undertaken by the various teams to ensure the system will be live towards the end of this calendar year. Progression of this projects has been difficult with ongoing challenges. An Occupational Health system is also being introduced, with the contract agreed in Q1, with implementation starting in Q3. We are also in the process of reviewing the Workforce Strategy which includes a Recruitments & Attraction policy and grading with the Heads of Service, to agree a way forward over the coming months.												
WFR/HR002 (HR/A002)	Take action to address barriers for protected groups, particularly disabled and young people, and create more opportunity for employment within the council.	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work was finalised in Q1 to support the Defence Employers Recognition Scheme application; we have now achieved the Gold Award. This ensures that we are supporting the armed forces group and their families in all the Council services including job opportunities. We also recently undertook a project as part of our Insight Cohort, looking at Disability, Recruitment and Working environment which will commence shortly.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/HR003 (HR/A003)	Improve lesbian, gay, bi, and trans inclusion in the workplace and measure progress through the Stonewall Workplace Equality Index every year.	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
WFR/PB004 (PB/A021)	Continue to progress the work programme in relation to the LGBTQ+ inclusion agenda including supporting the implementation of the Welsh Government’s LGBTQ+ Action Plan.									T Bowering/ NH			
<b>ACTION UPDATE:</b>	<p>The Council was advised in Q1 that we were ranked 190 in the Stonewall index and awarded a silver award (an improvement on 196th place in 2020). Discussions will take place over the coming months to review the scoring and look at further improvements. Currently drafting a transgender policy and will be reviewing best practice in terms of roll out.</p> <p>We continue to use the Stonewall Workplace Equality Index to guide improvements in the way we work and to promote the inclusivity agenda.</p>												

CR5: Workforce Needs

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/HR005 (HR/A004)	Develop and implement a new Employee Engagement Strategy, including refreshing ongoing development of the Culture Book.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work on the employment and attraction strategy has been finalised and is ready for consultation. The 2022 Staff survey is currently available online with closing date of 8th Aug, and following feedback from this, we will put together a new engagement strategy following the Big Conversation 3. We are also reviewing the ongoing development of the culture book.												
WFR/HR006 (HR/A005)	Progress actions as part of the Council's People Strategy to address where possible issues relating to gender and ethnic minorities pay gaps.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The Workforce Plan will be finalised in early 2022/23. A number of additional strategies will support the overall plan, which includes Hybrid Working, Recruitment and Retention and the People Strategy, which will be going to Cabinet after the Summer recess.												
WFR/HR007 (HR/A006)	Promote employment opportunities in a way that challenges gender stereotypes.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	This will be developed as part of the Attraction Strategy and reviewed at DMT and as part of the Business Partner dashboard.												
WFR/HR008 (HR/A007)	Review, enhance and embed our approach to workforce planning to inform key plans as aligned to the Council's	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)

CR5: Workforce Needs

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/LD009 (LD/A009)	<p>Performance Management Framework and the Reshaping Programme.</p> <p>Deliver workforce planning with a focus on alternative service delivery and workforce implications ensuring reliance on small numbers of key staff is managed effectively.</p>										DM/VD		
<b>ACTION UPDATE:</b>	<p>We continue to support the work in relation to Stonewall and the Attraction Strategy</p> <p>Within Legal services, workforce planning is embedded within the department and on-going from 2022/23, with a focus on alternative models, smarter, digital working, and measures/action taken where necessary to ensure resilience with key members of the team.</p>												
WFR/HR010 (HR/A008) WFR/PB011 (PB/A027)	<p>Deliver year 1 priorities of the Employee Attraction Strategy 2022-25.</p> <p>Work with HR and OD colleagues to develop an external/internal attraction campaign for the division.</p>		✓	✓	✓			✓	✓	✓	TD T Bowring	March 2023	<b>Green (On Track)</b>

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	The Attraction Strategy continues to be developed in Q1. All policies will be going to Cabinet following the Summer Recess.  The Communications Team have continued to support HR colleagues in the redesign of the Council's jobs section of the website and on specific, targeted digital campaigns for different job roles. Work to support the project within Social Services to attract and recruit social care staff in Children's Services has also continued												
WFR/HR012 (HR/A009)	Undertake a pay grading review of all job descriptions to address emerging issues around parity in pay.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	A review of the pay and grading structure commenced in Q1 with meetings with Heads of Service to take place during Q2 and Q3. The Council will consider the review of Job descriptions at a later date.												
WFR/HR013 (HR/A010)	Implement a Volunteering Strategy as part of the Well-being Strategy and work in partnership with the Public Services Board to implement the Move More, Eat Well Plan with a focus on workplace settings.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Volunteer Strategy will be presented to Cabinet following the Summer Recess.												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/HR014 (HR/A011)	Review the HR business partner structure and streamline services to ensure it remains fit for purpose.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	This work remains ongoing and there has been some change following additional funds from Whitmore and Pencoedtre Schools.												
WFR/HR015 (HR/A012)	Build on good relationships with local education establishments (such as Cardiff University & Cardiff and Vale College) as well as independent Apprenticeship providers to expand the Council's Apprenticeship scheme offer, with a particular focus on underrepresented groups and 16–24-year-olds.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
WFR/HS016 (HS/A010)	Contribute to the expansion of the Council's Apprenticeship scheme by increasing the number of Housing & Building Services apprenticeship opportunities.										MI/AT/AF/NJ		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Work with the local education establishments is due to commence during quarters 2 and 3.  A number of apprentice places have created within the service and will be moved around the service to gain maximum experience of a range of service points.												
WFR/HR017 (HR/A013)	Work in partnership with the Social Services Directorate to address workforce attraction, recruitment and retention challenges through the capacity planning workstream of the Reshaping Programme.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	The Social Care Workforce Development team have led on the Fast Track to Care programme – the second cohort of 6 completed in Q1 and half have found employment so far, the 3rd cohort of 10 commenced in Q1. The HR team has supported the CYPS bulk recruitment programme of Social Care Officers. 32 half hour sessions with SCOs and 9 hours of prep/group facilitated sessions total 25 hours of support given to the SCO project this quarter. A return to practice individual has been supported into CYPS (via Re-ignite). ‘Grow our own’ Social Workers have been promoted and we have 9 individuals starting study at level 1 in September 2022. A full programme of over 50 virtual classrooms/webinars has run in Q1 for staff across Social Services as well as the availability of a wide range of e-Learning – all of which are open to relevant internal and external audiences. Community Care Inform (CCI) licenses have been given to all staff across the directorate to assist with their CPD – information sessions have been run. In response to the needs of our externally commissioned care providers a Manual Handling Key Trainers programme has been delivered in Q1 for them with excellent feedback received. A suite of e-Learning has been purchased for Foster Carers - 13 modules have been made available so new Foster Carers can start their development as soon as they are accepted. Adult placement service development is being reviewed with the support of the team. A Training Needs Analysis was carried out at the end												

CR5: Workforce Needs

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	of 2021 to ensure our workforce needs were catered for in 2022, the team has been responsive to the needs of the service to support staff to provide care and support to children and families in need which reflects their individual strengths and circumstances e.g. LGBTQ+ issues for teens / supporting unaccompanied asylum-seeking children / strengths-based work												
WFR/HR018 (HR/A016)	Review and rationalise our corporate policies to invest in supporting infrastructure to encourage more freedom, trust and empowerment.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	We continue to review our policy including sustainability, this includes our pay and benefits which will see a number of changes to schemes such as the cycle to work scheme etc.												
WFR/AS019 (AS/A015)	Contribute to the capacity planning workstream of the Reshaping Programme.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Identified further gaps in the establishment (Learning Disability Team) need to do bespoke advert for the areas where grant funding pending confirmation (I+A, LD) Identified additional staff to undertake the AMHP course in September. HOS engaged in student presentations for university to attract into positions following qualification												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/AS020 (AS/A017)	Complete the succession planning exercise to inform workforce planning.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
WFR/CS021 (CS/A012)	Contribute to the capacity planning workstream of the Reshaping Programme to further the approaches to increase the recruitment and retention of critical posts within Children and Young People Services									RE			
WFR/RMS022 (RMS/026)	Contribute to the capacity planning workstream of the Reshaping Programme									AP			
<b>ACTION UPDATE:</b>	<p>Meetings arranged to consider further succession planning.</p> <p>Development of Vale alliance will provide additional capacity regarding integrated positions and skills,</p> <p>Our new SCOs have commenced employment. A number of existing non-SW qualified staff have also been identified to commence the process to become QSWs. New team arrangements became operational on 27.6.22 with targeted recruitment taking place.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	A Whats App group will be created to notify all relief workers of current vacant shifts. In addition looking at additional software used by a private company to see if this is more appropriate (Where we work).												
WFR/FS023 (FS/A012)	Further develop succession planning arrangements within the Finance Division as part of the corporate succession plan pilot in order to retain expertise and skills especially in business-critical areas for the long term.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB	March 2023	Green (On Track)
WFR/AS024 (AS/A017)	Complete the succession planning exercise to inform workforce planning.									SC			
WFR/LD025 (LD/A006)	Work with colleagues in HR and OD to further develop succession planning arrangements in Legal and Democratic Services in order to retain expertise and									DM/VD/JR			

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/NS026 (NS/A012)	skills especially in business-critical areas for the long term.  Work with the Neighbourhood Services and Transport HR Business Partner to implement a programme for succession planning in order to retain expertise and skills especially in business-critical areas for the long term, including participation in the kick Start Scheme.										ER		
WFR/HS027 (HS/A009)	Further develop succession planning arrangements as part of the corporate succession plan pilot in order to retain expertise and skills especially in business-critical areas for the long term.										MI/AT/AD /NJ		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/RP028 (RP/A007)	Further develop succession planning arrangements by exploring options within hard to recruit areas in Regeneration Services through the development of career pathways and continuing to recruit and retain year-out students in Planning services.										MG/PC		
WFR/SRS029 (SRS/A007)	Further develop succession planning arrangements as part of the corporate succession plan pilot in order to retain expertise and skills especially in business-critical areas for the long term.										JB/CH/WL		
<b>ACTION UPDATE:</b>	<p>Within Finance division, a number of career development strategies are in place that include 4 graduate trainee posts advertised and 2 recruited into Audit. There is also 1 graduate post to be advertised in Accountancy with an apprentice role being created within Procurement.</p> <p>Within Adult Services, meetings arranged to consider further succession planning. Development of Vale alliance will provide additional capacity regarding integrated positions and skills,</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	<p>Legal and Democratic Services- Ongoing succession planning 2022/23 which is embedded within the department. Identification of key roles, with a review of Legal Services structures is under consideration.</p> <p>Housing and Building Services,-structures within service teams are being reviewed to accommodate improved succession planning.</p> <p>Regeneration &amp; Planning- Continuing to recruit year out students. Current students’ contracts extended part time alongside university studies. Regional discussion on scope for planning apprenticeships with Planning Officers Society Wales. Increased social media publicity of jobs to improve recruitment in hard to recruit areas. Review and modify S106 Officer JD and Person Spec to appeal to a wider audience. Building Control support staff member is being supported to complete Building Control officer qualification. Several new positions within regeneration have been created - Community Connectors and Regeneration Officers that will improve career pathways to more senior positions.</p> <p>Shared Regulatory Services (SRS) is working with HR to develop further the succession planning programme that was initiated in 2020. The appointment of a new Head of Service and the interim appointment of an Operational Manager from the SRS structure demonstrate some of those arrangements. This approach will be developed further during 2022/23 in line with the principles set out in the DPPW report ‘Building for the Future’</p>												
WFR/AS030 (AS/A018)	Enhance proactive recruitment to Adult Placement Service (APS) hosts.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Purchase of Shared Lives recruitment portal this quarter. All APS staff will be trained in its use by end of June 2022. This web-based application and assessment portal will facilitate a more streamlined approach to the recruitment process .												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/AS031 (AS/A019)	Consider wider employee wellbeing offering and wider staff engagement. Identify themes and consider implementation of findings.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	<b>Green (On Track)</b>
WFR/AS032 (SL/A011)	Contribute to the development of a Council-wide Well-being Strategy which supports employees to achieve their full potential and keep staff well-being under review.									T Baker			
WFR/FS033 (FS/A011)	Promote and encourage staff involvement in directorate and corporate staff engagement and well-being initiatives and proactively support staff to work at home and in different ways.									MB			
WFR/LD034 (LD/A008)	Promote and encourage staff involvement in directorate and corporate staff engagement and well-being initiatives and									DM/VD			

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/NS035 (NS/A013)	proactively support staff to work at home and in different ways. Promote and encourage staff involvement in directorate and corporate staff engagement and well-being initiatives and proactively support staff to work at home and in different ways.										ER		
WFR/RP036 (RP/A009)	Promote and encourage staff involvement in directorate and corporate staff engagement and well-being initiatives and proactively support staff to work at home and in different ways.										MG/PC		
WFR/SRS037 (SRS/A006)	Promote and encourage staff involvement in directorate and corporate staff engagement and well-being initiatives and proactively support staff										JB/CH/WL		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	development in line with the new ways of working.												
<b>ACTION UPDATE:</b>	<p>Within Adult Services, we continue to promote all corporate initiatives and we are commencing a question and answer session within the division. We continue to explore attraction strategies and promotion and will feed into the staff surveys and take on board responses. VCRS CIW inspection reward scheme. The analysis of leavers still ongoing.</p> <p>Staff wellbeing is a permanent item of discussion at manager weekly one to one meetings within Strategy &amp; Resources. All staff have been encouraged to take time to watch the Wellbeing webinar ideally as a team but also individually in order to ensure that any concerns about wellbeing are identified and supported early.</p> <p>Within the Finance Division, working arrangements are under continual review with the team still predominantly working from home.</p> <p>Regeneration &amp; Planning-Staff encouraged to attend and engage with corporate and wellbeing initiatives e.g. yoga / staff awards / staff survey and all staff supported to work at home where possible to support work-life balance. Hybrid working has proven to be a success in Regeneration with teams coming into work mainly to work collaboratively on projects rather than as individuals. Most teams will agree working patters where everyone is in the office on one day which works well for the management team as meetings and other meetings can be arranged around this. Moving forward it will be vital that when desks are made available in other buildings, that banks of desks and space for collaboration can be booked to enable this to continue.</p> <p>Shared Regulatory Service has a series of initiatives in place such as match funded training, professional subscriptions, etc. and is engaged on a range of corporate programmes to support change within the Council. The Staff survey to be undertaken during Qtr 2 aimed at exploring the themes of recruitment, retention and wellbeing will inform future improvements.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/CS038 (CS/A011)	In partnership with Foster Wales, increase the number and diversity of foster carers in the Vale of Glamorgan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Q1 figures being collated.												
WFR/CS039 (CS/A013)	Maintain oversight of the structure of CYPS to ensure resilience.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RE	March 2023	Green (On Track)
WFR/RMS040 (RMS/A027)	Review the wider structure of RMS to ensure resilience.												
WFR/PB041 (PB/A028)	Undertake a review of the Policy & Business Transformation structure in the context of the creation of a new Director of Resources.										AP		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	<p>Children and Young People Services will shortly be recruiting to a new Operational Manager position as part of progressing investment into CYPS. Some teams will also be reorganised with additional resourcing to respond to levels of demand. New team arrangements commenced in June 22.</p> <p>The Resource Management and Safeguarding structure review completed and OM appointment has taken place. Further meeting will be arranged to look at succession planning below Team Manager level, and further work underway to conclude the structure.</p> <p>Work to understand the future direction and resource pressures within the Policy &amp; Business Transformation service has been undertaken so as to inform proposals for any structural changes that will be required. Work will continue in quarters two and three to refine proposals, with any formal changes to the structure being subject to the appropriate HR processes.</p>												
WFR/RMS042 (RMS/A021)	Implement the fast track to care programme to support Local Authority and private sector recruitment.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	<p>Cohort 1 of 7 - all completed with all candidates finding employment in the sector. Cohort 2 of 6 - all completed and now in interview process. Cohort 3 currently being enrolled and started 27<sup>th</sup> June 22.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/RMS043 (RMS/A022)	Pilot the creation of a relief pool of staff in residential care to establish a bank system.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	A Whats App group will be created to notify all relief workers of current vacant shifts. In addition looking at additional software used by a private company to see if this is more appropriate (Where we work)												
WFR/RMS044 (RMS/A010)	Recruit and retain staff to enable reopening of reablement service within residential care.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Progress has been made to create a relief 'bank' in collaboration with HR, Comms and Lifecycle, contact system options have been explored and advert content agreed.												
WFR/ALN045 (ALN/A009)	Keep staff well-being under review and provide continued support through occupational health and targeted corporate initiatives and training	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Regular meetings are held by managers with staff to monitor wellbeing. All Council initiatives to support wellbeing are shared with staff who are encouraged to participate. In order to support wellbeing, staff are consulted thoroughly on any changes to working models and individual circumstances are taken into consideration.												
WFR/ALN046 (ALN/A010) WFR/ALN047 (SP/A007)	Work with HR colleagues to address market forces issues impacting on recruitment and to consider pressures on recruitment due to short term grant funding and the age profile of the workforce	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD MH	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	<p>Within the Additional Learning Needs Division, regular meetings are held with HR colleagues in order to address recruitment issues. Some work relating to succession planning has been undertaken but in relation to specialist posts this is challenging due to the small numbers of qualified staff. This is particularly the case in relation to recruiting Welsh speaking specialists.</p> <p>We work closely with colleagues in HR and follow advice relating to OH referrals and other appropriate support to ensure the wellbeing of our workforce.</p>												
WFR/SL048 (SL/A012)	Work with Colleagues in Human Resources & Organisational Development to establish approaches and practices which address the specific recruitment challenges of the service and		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	<b>Green (On Track)</b>

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	support recruitment and development opportunities for a more diverse workforce.												
<b>ACTION UPDATE:</b>	Establishing and promoting school-specific categories as part of the Vale's staff awards; promoting staff work and achievements via comms, with a number of internal programmes of work/staff nominated for Vale awards, both internal and external, including the Sustainable Communities for Learning programme, for example.												
WFR/PB049 (PB/A022)	Continue to support and develop staff networks to support colleagues to improve inclusivity in the workplace and explore how they can inform future service design and delivery.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/ NH	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Work is ongoing to support the staff networks. Recent examples include working with Diverse to plan the implementation of action arising from the Safe Space meeting and working with GLAM on the Stonewall Workplace Equality Index and to plan for participation in Pride Cymru.												
WFR/FS050 (FS/A013)	Focus on up-skilling and developing flexibility in skill sets across all teams within the Finance Division and encourage take up of self-development opportunities.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB	March 2023	<b>Green (On Track)</b>



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/LD051 (LD/A007)	Focus on up-skilling and developing flexibility in skill sets across all teams and encourage take up of self-development opportunities.										DM/VD		
WFR/RP052 (RP/A008)	Continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future.										MG/PC		
<b>ACTION UPDATE:</b>	<p>Within the Finance Division, there have been a number of promotions in the team in the first half the calendar year and members of the team are developing in these new roles with appropriate support in place. A more formal assessment will be undertaken as part of the performance review/objective setting process in quarter 2.</p> <p>In Legal Services, there is an ongoing focus on upskilling and developing flexibility in skills sets across teams and this is embedded within the operational management of the Legal Services team, demonstrated by the focus on development, opportunity, coaching, shadowing, and team working, despite the challenges posed by remote working.</p> <p>Within Regeneration &amp; Planning staff are offered training on a regular basis and several gaps have been identified for group training in light of changes in legislation such as subsidy control.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WFR/NS053 (NS/A014)	Deliver a programme of in-house training so that current and future officers are equipped with the skills required to manage services of the future (specifically technical engineers and HGV drivers).		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ER/KP/GG /CS/MC/ BT/JL	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	HGV motor vehicle fitter training to be undertaken in Q3. Due to COVID apprenticeships to also be extended until Dec 2022. This will mean both are fully qualified HGV motor vehicle fitters.												
WFR/NS054 (NS/A007)	Further develop agile working within the service area and contribute to the renewal of the Corporate CRM.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ER/KP/GG /CS/MC/ BT/JL	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Upstairs Garage office work completed in Q1. Network points to be installed mid Q2. Staff who can work from home continue to do so and use the office area as required. Passenger Transport queries now coming in via Granicus system.												
WFR/HS055 (HS/A008)	Deliver the Housing and Building Services Big Conversation Staff Engagement Strategy promoting staff engagement and wellbeing.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/AT/AF /NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Staff engagement survey is scheduled and the big conversation will follow after the analysis of results to address the issues identified through the staff survey.												

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term				
WFR/SRS056 (SRS/A005)	Further develop a recruitment strategy together with retention initiatives to address professional skill gaps within the Shared Regulatory Service.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	JB/CH/WL	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Shared Regulatory Services (SRS) has been instrumental in the development of the DPPW report ‘Building for the Future’ which seeks solutions to the recruitment crisis affecting Regulatory Services across Wales. Among the recommendations to Welsh Government are funded support for the training of new Environmental Health Officers and the creation of a Regulatory Compliance Officer type apprenticeship in Wales. This coupled with the SRS staff survey aimed at exploring the themes of recruitment, retention and wellbeing due to be conducted in Qtr 2, will be central themes for the development of a recruitment strategy and Workforce Development Plan.													

Appendix 6 Corporate Risk 6: Information Security

1 – Risk Overview	
1.1 Risk Description	<p>Information Security involves the practice of preventing the unauthorised use, access, disclosure, disruption, modification, inspection, recording or destruction of information. This definition applies regardless of the form data/information may take i.e. electronic or physical.</p> <p>Local authorities have a duty to safeguard the data/information in line with requirements of legislation such as Data Protection Act 1998 and Computer Misuse Act 1990. In addition to legislative requirements there are also identified standards that public bodies can work towards to further enhance and strengthen their approach to information security such as compliance with the Public Services Network Connection Certificate requirements, Payment Card Industry Data Security Standard and ISO27001 that governs information security management.</p> <p>The General Data Protection Regulation is a regulation that has been made by the European Parliament, The Council of the European Union and European Commission which is intended to strengthen and further unify the approach to data protection across the EU. This new regulation has applied in the UK since 25<sup>th</sup> May 2018. The principles of the GDPR are similar to the those set out in the Data Protection Act, but with additional details regarding accountability and governance requirements and specifically requires organisations to show how they comply with the principles by documenting decisions the organisation takes in relation to processing activities. The Regulations have been designed to further minimise the risk of data breaches and uphold the protection of personal data, which is likely to result ensuring robust policies and procedures to ensure good governance measures are in place. The key risk associated with this is that we fail to meet the requirements of this regulation and safeguard our information and data.</p> <p>The threat from cyber-attacks is ever present and attacks are becoming more sophisticated with potential for greater impact. Our security controls to mitigate these risks need to keep pace with the changing threat landscape and the Council has invested in specialist ransomware protection software to mitigate this specific risk.</p> <p>Additionally, with the introduction of 365 we now have a number of new threat areas that need addressing as the benefits also bring governance risks and additional exposure from the external facing internet. For example, we are seeing a large increase in attempts to break into Vale user 365 accounts from all over the globe and targeted, sophisticated attempts to trick users into opening infected email attachments or webpages which contain ransomware or other malicious software. Our focus going forward will be on strengthening our controls and reinforcing policy with staff, backed up by further technical controls and training and not just paper policy.</p> <p>The key risk associated with this is the failure to implement adequate information security management systems across the Council. This risk has been further intensified by COVID. In response to COVID our workforce quickly adapted to new ways of working where the emphasis has been on remote/home working. Although significant Information Security safeguards are in place to enable staff to safely and securely operate from home, there</p>

	has been a steep rise targeted attack which have been increasingly identified and reported which has led to the need to further strengthen existing controls.					
<b>1.2 Risk Owner</b>	<b>Head of Finance (CL) (SIRO)</b>					
<b>1.3 Impact on our contribution to the Wellbeing Goals</b>						
<b>A Globally Responsible Wales</b>	<b>A Prosperous Wales</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture and Thriving Welsh Language</b>
No	No	Yes	No	No	No	No

<b>1.4 Risk Categories</b>		
<b>Categories</b>	<b>Yes/No</b>	<b>Definition</b>
<b><i>Political &amp; Legislative</i></b>	Yes	<p>Political and legislative repercussions of failing to meet the requirements of key legislation including Data Protection Act 1998, Computer Misuse Act 1990, and the new General Data Protection Regulations (GDPR). could lead to litigation and/or political instability.</p> <p>Failure to put effective information security safeguards in place resulting in personal/sensitive and confidential information being leaked/revealed in the public domain could cause political instability and loss of credibility.</p>
<b><i>Resources</i></b>	Yes	<p>Council incurs fines as a result of failing to comply with legislative and Information Commissioner requirements associated with the GDPR.</p> <p>Financial impact of correcting/resolving data breaches and/or cyber-attacks.</p> <p>Failure to implement adequate ICT management systems across the Council.</p> <p>COVID-19 presented additional threats to our ICT infrastructure. During the crisis, threats have been increasingly targeted at those working from home with more sophisticated attacks being identified and reported more frequently. This not only undermines the integrity of our systems, but places increased pressure on our resources to keep a step ahead of cyber threats and fraudulent activity.</p> <p>Budgetary pressures impacting on our ability to invest in software products/tools to effectively mitigate risks to information security.</p>
<b><i>Service Delivery and Wellbeing</i></b>	Yes	<p>Loss of data could impact of the delivery of key services and projects across the Council.</p> <p>Impact on service users due to a loss of personal data and a breach of confidentiality and the effect this has on being able to access services readily.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
<b>Reputation</b>	Yes	Loss of confidence and trust by the public as a consequence of a data breach and the associated negative publicity.  Lack of credibility and potential criticism from our external regulators and the Information Commissioner.











2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>4 (Almost certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>DPA/ICT Codes of Conduct in place together with Access to Information Procedures that is signed for by all staff and members.</li> <li>On-line training available for DPA and introduction of Employees Information Security Responsibilities. DPA training available to all members via their induction.</li> <li>Information Security &amp; Governance Framework arrangements are in place.</li> <li>The Council is currently commissioning the annual IT Health Check (independent penetration and security testing) and applying for a Public Services Network (PSN) compliance certificate. This compliance provides assurance and confidence in the Council's ICT security arrangements and allows connection to PSN services.</li> <li>Information Governance Board ensures that changes made to working practices, support</li> </ul>	2	2	4

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	and maintain the integrity of our systems and the security of all information used by the Authority.			
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Building and Office security/access arrangements in place to control access to Council buildings for authorised staff, members, and visitors. Additional physical security controls have been approved by SLT.</li> <li>• Secure network including Firewall and ICT Security Manager and Compliance Team.</li> <li>• All laptops are encrypted, and all new desktops purchased are encrypted as standard.</li> <li>• Nominated systems administrators and system audit trails/admin logs maintained.</li> <li>• Penetration testing regularly undertaken</li> <li>• Corporate document retention system in place (TRIM) and FOI/Records Management Unit established.</li> <li>• Council has completed an independent Digital Maturity Assessment, part of which will inform security and compliance going forward.</li> <li>• Secure e-mail solution in place</li> <li>• An enterprise-class Secure Email Gateway is in place to filter incoming email.</li> <li>• All staff have been migrated to 365.</li> <li>• Data Protection refresher training delivered to all relevant staff that incorporates the GDPR requirements.</li> <li>• Maintained compliance with relevant security standards, including GDPR, PCI and PSN.</li> <li>• Review of WASPI documentation remains ongoing.</li> <li>• IT Asset Register maintained for all equipment/devices in schools that have an SLA agreement.</li> <li>• As part of the Welsh Government Hwb project, the council has upgraded the infrastructure in all Vale schools to meet the Welsh Government's minimum digital standards for schools.</li> </ul>	2	2	4
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>• Information Security &amp; Governance Framework arrangements in place.</li> <li>• Revised the Information Management Strategy to reflect how plans to use technology will support the delivery of the Council's Corporate Plan and the expected outcomes as well as how we will manage and safeguard information</li> </ul>	2	1	2

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>that we exchange between organisations and our partners.</p> <ul style="list-style-type: none"> <li>• Implementation Plan aligned to the Strategy is in place and is being delivered.</li> <li>• ICT Strategy has been signed off and ICT continue to support ICT projects that fall within the Digital programme of works associated with the Digital Strategy.</li> <li>• Protocol to enable us to reuse information under the Open Government licence has been developed and published on our website.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>• We raise awareness amongst our customers of how we collect, record, monitor and use their personal data to ensure that we gain consent to do so.</li> </ul>	2	1	2
<b>Overall Effectiveness of Controls</b>		<b>2</b>	<b>2</b>	<b>4</b>



2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	4	3	12	2	2	4	2	2	4		
Resources	4	3	12	2	2	4	2	2	4		
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4		
Reputation	3	3	9	2	1	2	2	3	6		
<b>Average risk score/ direction of travel</b>	4	3	<b>12</b>	2	2	<b>4</b>	2	2	<b>4 (Medium)</b>		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ISR/FIT001 ISR/SL002	Continue to work with colleagues across the Council to ensure compliance with relevant security standards, including GDPR, PCI and PSN.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	NW/JC T Baker	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	This is a continuous activity and is monitored closely through the Information Governance Group.												
ISR/AS003 ISR/RMS004 ISR/PB005	Review in a timely way information sharing protocols.  Ensure that Information Sharing Protocols are in place as required.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC AP  TBowring	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	All information sharing protocols will be reviewed as required. Information sharing protocols are considered during project initiation to ensure they are put in place as required.												

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term				
ISR/AS006	Continue to maintain oversight of the development of information sharing systems/approaches.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Red (Slipped)
<b>ACTION UPDATE:</b>	No update available.													
ISR/ALN007 ISR/SP008 ISR/SL009	Ensure all staff complete and are up to date with relevant and appropriate training relating to information security, as aligned with new ways of working.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD MH T Baker	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	All staff are required to carry out mandatory training in relation to information security and compliance is monitored. We work closely with colleagues in HR and OD to ensure colleagues complete training requirements appropriate to their professional needs and council policy.													

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term			
ISR/SL010	Strengthen the Council’s approach to Information Governance to ensure our systems are robust, fit for purpose and compliant with current legislative requirements.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker EM	March 2023	Red (Slipped)
<b>ACTION UPDATE:</b>	No update available.												
ISR/HR011	Keep under review the business requirements for governance, information management controls and policies and procedures as part of the review of the HR business partner structure.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	This work is ongoing.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term			
ISR/PB0012	Progress the archiving of Oracle CRM data in collaboration with ICT and information security colleagues.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring/TC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	An archiving solution has been identified and work is progressing.												
ISR/SRS013	Undertake a review of information security against GDPR regulations.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	HP	March 2023	N/A
<b>ACTION UPDATE:</b>	This action is due to be undertaken during Qtr 3.												

Appendix 7 Corporate Risk 7: Project Zero

1 – Risk Overview

1.1 Risk Description

Action on climate change covers two areas: mitigation and adaptation. Mitigation relates to action taken to tackle the causes of climate change i.e. by reducing greenhouse gas emissions. Adaptation relates to action taken to adapt to the unavoidable effects of climate change caused by increased concentrations of greenhouse gases from human activities. Locally the immediate impact of climate change including hotter temperatures, warmer, wetter winters, hotter, drier summers, increased summertime thunderstorms and intense rainfall and the reduction of some animal and plant species, more severe flooding of coastal and river areas and also flash flooding throughout the authority.

Following the publication of the Inter-governmental Panel on Climate Change's (IPCC) Special Report on Global Warming of 1.5°C, the Welsh Government declared a Climate Emergency in Wales in April 2019. In response to this, the Leader and Deputy Leader submitted a motion to full Cabinet stating that the Council should also seek to declare a climate emergency in the Vale of Glamorgan. This motion was upheld by Full Council on 29<sup>th</sup> July 2019.

As part of this commitment the Council resolved it will:

- Reduce its own carbon emission to net zero before the Welsh Government's target of 2030 and will support the implementation of the Welsh Government's new Low Carbon Delivery Plan, to help achieve the Welsh Government's ambition for the public sector in Wales to be carbon neutral.
- Make representations to the Welsh and UK Government's, as appropriate, to provide the necessary powers, resources, and technical support to local authorities in Wales to help them successfully meet the 2030 target.
- Continue to work with partners across the region to develop and implement best practice methods that can deliver carbon reductions and help limit global warming.
- Work with local stakeholders including Councillors, residents, young people, businesses and other relevant parties to develop a strategy in line with a target of net zero emissions by 2030 and explore ways to maximise local benefits of these actions in other sectors such as employment, health, agriculture, transport and the economy.

Project Zero is the Council's response to the climate emergency. It brings together work that is already underway and policies, strategies that are in place. It sets out the challenges we face and the proposed activities we intend to take in order to meet these challenges. A fundamental aspect of the

	<p>programme is that it recognises that everyone has a part to play and has responsibility to secure our legacy for future generations.</p> <p>During 2021, Full Council approved the Climate Change Challenge Plan for Project Zero, that details the 18 challenges we need to tackle and are based on the need for us to demonstrate strong leadership to ensure we can fulfil our climate change responsibilities now. At Full Council, a motion was also passed to declare a Nature Emergency, and the actions to address this are also covered in the Climate Change Challenge Plan.</p> <p>The Challenge Plan reflects commitments in the Council's Corporate Plan 2020- 25 which sets out the Council's four Well-being Objectives and how they will be delivered. The Corporate Plan includes a commitment to work to reduce the organisation's carbon emissions to net zero by 2030 and to encourage others to follow the Council's lead as part of minimising the negative impact of our activities on the environment. The Corporate Plan is supported each year by an Annual Delivery Plan (ADP). The ADP for 2022-23 includes a number of activities that will contribute to work to tackle climate change and Project Zero is one of six cross-cutting themes in the ADP.</p> <p>The overarching key risk associated with Project Zero is inability to effectively implement the Climate Change Challenge Plan to effect change and mitigate against the impact of climate change.</p>
--	--

--	--

<b>1.2 Risk Owner</b>	<b>Director of Resources (TB)</b>
-----------------------	-----------------------------------

<b>1.3 Impact on our contribution to the Wellbeing Goals</b>						
--	--	--	--	--	--	--

A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
Yes	Yes	Yes	Yes	No	Yes	No

1.4 Risk Categories		
Categories	Yes/No	Definition
<b><i>Political &amp; Legislative</i></b>	Yes	<p>Failure to meet legal duties in relation to the Flood and Water Management Act.</p> <p>Inability to meet Welsh Government requirements for Statutory Transport Guidance as it relates the Active Travel and Learner Travel Wales.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Failure to define our vision, ownership, and responsibility for addressing climate change issues.</p> <p>Inability and capacity of the Council and its key partners to deliver the Climate Change Challenge Plan and meet our climate change commitment of becoming net zero by 2030.</p> <p>Failure to fully utilise our land use planning framework and other policy levers to become more resilient to climate change and its effects.</p> <p>Impact of cost-of-living crisis on our ability to sustain momentum and buy in from key stakeholders to address climate change challenge at the present time.</p>
<b>Resources</b>	Yes	<p>Limited asset renewal funding could result in the Council not being able to meet its CO<sub>2</sub> reduction target set out in the Carbon Management Strategy and Implementation Plan.</p> <p>Increased pressure on our financial resources as a consequence of cost-of-living crisis impacting on our ability to invest in assets and programmes of work aligned to our Climate Change Challenge Plan.</p> <p>Annually shrinking budgets and its negative impact on our ability to maintain our vision of achieving net zero by 2030.</p> <p>Impact of our failure to meet our commitments under the CRC Energy Efficiency Scheme and its associated financial benefits.</p> <p>Council incurs fines as a result of failing to meet statutory waste reduction targets.</p> <p>Impact on cost-of-living crisis on the affordability of key net zero capital programmes such as Sustainable Communities for Learning programme.</p>
<b>Service Delivery and Wellbeing</b>	Yes	<p>Failure to deliver key flood alleviation schemes across the Vale and exposing flood prone areas to a greater risk of flooding.</p> <p>Failure to implement the Shoreline Management Plan impacting on our ability to monitor and manage coastal erosion.</p> <p>Failure to reduce our carbon footprint by not reducing our CO<sub>2</sub> emissions and improving our energy efficiency.</p> <p>Disruption and financial cost of flooding to homes and businesses.</p> <p>Failure to engage and encourage to residents to participate in Active Travel (use alternative forms of transport to the car).</p>



1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Failure to effectively communicate and engage with residents regarding the importance of recycling and composting resulting in poor buy in and reduction in recycling rates.</p> <p>The impact new developments places on putting in place a sufficient public transport infrastructure.</p> <p>Failure to fully deliver the Carbon Management Plan.</p> <p>Failure to increase recycling rates and reduce landfill waste to an acceptable level (zero waste by 2050). This risk has multiple potential environmental impacts including: i.e. climate change implications (waste currently contributes around 4.7% of direct greenhouse gas emissions in Wales) and pollution of the local environment (e.g. contamination of groundwater; soil contamination).</p> <p>Inability to engage with our communities to support delivery of Project Zero and facilitate change on the ground. Our emphasis needs to be on how we empower our citizens to play a more 'active role' in defining and working towards our net zero goals.</p>
<b>Reputation</b>	Yes	Failure to comply with the legal duties and it associated targets would have a detrimental impact on resident's perception of Council ability to tackle climate change and would attract criticism from our external regulators and Welsh Government.











2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	3 (Probable)	4 (Catastrophic)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Reputation</b>	3 (Probable)	4 (Catastrophic)	<b>12 (High)</b>
<b>Overall Inherent Risk Score</b>	<b>3 (Probable)</b>	<b>4 (Catastrophic)</b>	<b>12 (High)</b>

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>• Supplementary planning guidance on sustainable development in new builds is in place.</li> <li>• Planning Policy Wales has been updated to take account of the Well-being of Future Generations Act</li> <li>• Development Management – ensuring decisions on new development proposals have regard to sustainability.</li> <li>• The adopted Local Development Plan provides a framework to shape sustainable development and the process includes Sustainability Appraisal (incorporating Strategic Environmental Assessment)</li> <li>• Submitted bids to Welsh Government for Environment Grants to implement environmental and countryside programmes locally.</li> <li>• The Corporate Plan 2020-25 includes a commitment to work to reduce the organisation's carbon emissions to net zero by 2030 and to encourage other to follow its lead in minimising the negative impact of our activities on the environment.</li> <li>• Implementation of the requirements of the Environment Act 2016.</li> <li>• A Regional Transport Authority to govern and promote transport matters including Active Travel.</li> <li>• Motion passed by Full Council declaring a 'Climate Emergency' and a Nature Emergency in the Vale of Glamorgan and our commitment to reducing our carbon emissions to net zero.</li> <li>• Insight Board taken lead role on discussions and progressing work on the development of Charter in response to the Climate Change Emergency Declaration. The Project Zero Climate Challenge Plan approved by Council and a nature emergency has also been declared.</li> </ul>	2	1	2

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Development of updated Carbon Management plan (CMP). Zero Carbon surveys are being undertaken in buildings to create a programme of works which help towards meeting the Carbon Management Plan targets.</li> <li>• Eich Lle Programme and Asset Management Strategy in place.</li> <li>• Implementation of LED lighting in residential areas and to main road/highways. LED lighting installation at Cowbridge Leisure Centre</li> <li>• Invested in new replacement vehicles that meet the EU Environmental Standards to operate on biofuel.</li> <li>• Bids to Welsh Government for an Environment Grant submitted annually to implement environmental and countryside programmes locally.</li> <li>• Vehicle &amp; plant applications are being reviewed at the time of purchase; in-line with the needs of the department.</li> <li>• New vehicles have been purchased in-line with current environmental and health &amp; Safety legislation. We continue to analyse vehicle utilisation via the vehicle management system and where possible vehicles are being replaced with a more suitable alternative or not being replaced at all.</li> <li>• Data to monitor coastal waters and erosion in this area is undertaken via in-situ equipment on site in Penarth to measure wind and tide data.</li> <li>• Biodiversity Forward Plan approved by Cabinet and aims and targets for services have been agreed – associated Nature Emergency action plan been developed.</li> <li>• Green infrastructure Strategy in developed.</li> <li>• PSB Climate Emergency Charter developed to highlight work being undertaken by partners.</li> <li>• Completed our first submission of emissions data to Welsh Government.</li> </ul>	2	2	4

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>• Sustainable procurement outlined in procurement guideline documents</li> <li>• Green Travel Plan established and publicised to all staff</li> <li>• Active Travel – ensuring walking and cycling routes are provided.</li> <li>• Worked in collaboration with the PSB to develop a Staff Healthy Travel Charter.</li> <li>• Implementation of Flood Risk Management Plan, flood reduction measures and a Shoreline Management Plan. We effectively monitor changes in coastal waters and coastal erosion.</li> <li>• BREEAM standard for major projects e.g. schools/Extra care</li> <li>• Licences for grazing land incorporate biodiversity gains wherever possible.</li> <li>• Development and implementation of Flood Alleviation Schemes.</li> <li>• Full review of LDP commenced in 2021 and will be completed 2025.</li> <li>• The Residential Development and Householder Design Guide, Conversion of Rural Buildings, Minerals Safeguarding and Biodiversity Supplementary Planning Guidance (SPG) and Renewable Energy SPG and the Tourism and Leisure Development SPG have been approved for use alongside the LDP to support planning decisions.</li> <li>• New housing development schemes in the Vale of Glamorgan utilise modern methods of construction.</li> <li>• Construction net zero carbon primary schools in Wales. South Point Primary is first net zero school in operation in Wales.</li> <li>• Planning policy Wales has been updated by Welsh Government and will focus on sustainable development including biodiversity and flood risk.</li> <li>• Active Travel maps have been completed and published with ongoing review of maps.</li> </ul>	2	1	2

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Ten of our Parks have been awarded Green Flag Status. Penarth Marina and, Southerndown, have maintained their Blue Flag status. We have successfully maintained our Seaside Awards for Jackson Bay, Whitmore Bay Cold Knap.</li> <li>The Greenlinks scheme provides transport to residents in the Vale of Glamorgan.</li> <li>Council promotes the 'All Wales Concessionary Travel Scheme' and the 'My Travel Pass' on digital platforms.</li> <li>Investment of S106 monies have improved walking and cycling access.</li> <li>Delivered a programme of Biodiversity Projects funded by the Welsh Government's Single Environment Grant.</li> <li>Council continues to work with the Food Vale Partnership.</li> <li>EV charging points are being installed in around 18 car parks including the country parks as well as on street provision and the EV taxi scheme was launched.</li> <li>Draft Waste Management Strategy developed.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>Work closely with businesses to raise awareness of sustainability initiatives and to launch campaigns.</li> <li>Provision of child pedestrian and cycling training in Vale schools.</li> <li>Promotion of Active travel.</li> <li>Production of an up-to-date planning guide for use by the public to raise their awareness of planning policy and decision-making processes.</li> <li>Developed Project Zero web pages with a community focus.</li> <li>Undertaken meeting with groups in Llantwit Major, Wenvoe and Penarth to enhance community engagement with our Project Zero activities.</li> </ul>	1	2	2
<b>Overall Effectiveness of Controls</b>		<b>2</b>	<b>2</b>	<b>4</b>

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	2	1	2	2	3	6		
Resources	3	4	12	2	2	4	2	2	4		
Service Delivery & Well-being	3	3	9	2	1	2	2	3	6		
Reputation	3	4	12	1	2	2	3	2	6		
<b>Average risk score/ direction of travel</b>	3	4	12	2	2	4	2	3	6 (Medium)		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/PB001 (PB/A003)	Develop and deliver our Communications Strategy, community engagement approaches (including young people, protected groups and those socially disadvantaged groups) and our, website content to encourage behaviour change and shape our work as part of Project Zero.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	An outline communications strategy and supporting action plan has been developed. Work on a review of and updates to the Project Zero section of the Council's website is due to start in August. This will establish a solid platform for an enhanced online campaign to begin shortly afterwards.												
ESR/PB002 (PB/A041)	Work with our PSB partners to take action in response to the climate emergency and encourage behaviour change within our organisations and the local community.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Updates against charter commitments gathered for the PSB Annual Report. A range of activities being undertaken across all aspects from transport to waste and biodiversity. Climate change will also be a priority in the new Well-being Plan.												
ESR/PB003 (PB/A042)	Lead on the engagement, communications, evidence and food systems challenges in the Climate Challenge Plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work is progressing on food with regards to activities with Food Vale who have bronze status with Sustainable cities and funding has been awarded by the Heritage Lottery Fund for the Llantwit Major food poverty work. In addition, discussions are taking place around food waste in schools. A programme for engagement and communications has been developed around the Project Zero brand, with increased engagement with local communities and press releases highlighting work on climate change and use of the branding on signage. Further work is being undertaken to improve data collection including a project to understand carbon emissions within the community and also work associated with procurement.												
ESR/PB004 (PB/A035)	Work with relevant Council services to assist in the delivery of the Cardiff and Vale Move More, Eat Well Plan and ensure linkages are made with Project Zero.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB	March 2023	Green (On Track)



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integation	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Work continues to support the work of the MMEW plan in the Vale. Recent progress highlights are included in the PSB annual report 2021/22. Cardiff and Vale steering group has recently been established and will meet for the first time in July to further progress its work.												
ESR/PB005 (PB/A040)	Develop and co-ordinate the delivery of the Project Zero Challenge Plan including regular progress updates.	✓	✓	✓	✓	✓	✓	✓	✓	✓	TB DM MG DM HP ER	March 2023	Green (On Track)
ESR/RP006 (RP/A026)	Implement and lead upon the relevant commitments (focussing on planning, regeneration, community economic growth, green infrastructure and transport) of the Project Zero Action Plan to mitigate the effects of climate change and reduce the negative impact on the environment.												
ESR/LD007 (LD/A017)	Support the Council's work to take collective action to tackle climate and nature emergencies and implement our Climate Change Challenge Plan.												

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term				
ESR/SRS008 (SRS/A015)	Support the implementation of the Project Zero Climate Change Challenge Plan through the delivery of regulatory activities that contribute to the reduction of carbon emissions.													
ESR/NS009 (NS/A031)	Implement the relevant Neighbourhood Services & Transport actions of Project Zero, our Climate Change Challenge Plan, focusing on using more sustainable forms of transport, reducing waste and flooding, increasing the use of electric/ carbon vehicles by staff thereby reducing our carbon emissions.													
<b>ACTION UPDATE:</b>	<p>A progress report on the Project Zero Challenge Plan was drafted for CPR scrutiny in July and Cabinet. Project Zero Board continues to meet bi-monthly.</p> <p>Service areas continue to make progress in implementing their commitments/priorities as part of the Project Zero Challenge Plan. For example, the Place Directorate have increased their focus on landscaping, tree planting and bio-diversity enhancements when determining planning applications. Developing plans for a transport interchange at the Dock Office to enable more sustainable access to the office and surrounding areas. Climate and nature emergencies placed at heart of planning decision making. LDP review commenced work on objectives and vision with climate / nature focus.</p>													

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	<p>Work continuing of the Green Infrastructure Plan in collaboration with other service areas. Work with Active travel officer regarding new route between St Athan and Rhoose.</p> <p>Within the SRS division, preparation work has been carried out to ensure that the necessary infrastructure is in place to deliver on the Minimum Energy Efficiency Standards legislation in the private rented sector. Compliance and enforcement work in this regard will commence later in the year when the enforcement tool kit is available.</p> <p>In Neighbourhood Services, Electric Vehicle pool cars are in operation. The roll out of Electric OvoBikes in Sully, Dinas Powys and additional dock in Penarth has also been undertaken.</p>												
ESR/AS010 (AS/A024) ESR/RMS011 (RMS/A034)	Agree and implement the future operating model for Adult Services in the context of the Council's Transformation agenda and 'Eich Lle'- 'Your Space' project.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC AP	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	First Meeting of the new workstream has taken place. Terms of Reference have been agreed. Initial review of accommodation needs previously submitted has been undertaken and in the process of revisiting and amending accordingly. Original staff survey to be reviewed and updated.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/CS012 (CS/A017) ESR/ALN013 (ALN/A026) ESR/SP014 (SP/A020)	Maintain the benefits of hybrid working by reducing unnecessary journeys, maximising our use of technologies and ensuring more effective use of our assets.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RE DD MH	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>Within Children and Young People Services, the first Meeting of the new workstream has taken place. Terms of Reference have been agreed.</p> <p>The Learning and Skills Directorate is continuing to follow the Council’s approach to developing a hybrid model of service delivery. There is a need to provide a service to schools which requires specialist staff to visit schools on a regular basis. However, such journeys are only undertaken where necessary and meetings take place on-line where appropriate. The use of office space is under review and consultation with staff is ongoing to ensure that only those who require office space in order to carry out their duties effectively are office based.</p>												
ESR/ALN015 (ALN/A027)	Ensure specialist provision continues using online technology for assessments and reviews where possible ensuring that ALN needs are addressed.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Training for online systems has been rolled out to most specialist provisions. Further computers have been purchased to ensure that all specialist provisions have access to online systems. Training is planned for the Autumn term on these systems. Further development of tracking and reporting will be developed over the year. New assessment methods are being considered and investigated in relation to the new curriculum. Online systems for monitoring ALP across schools are being investigated, alongside the development of the IDP portal.												
ESR/SL016 (SL/A022)	Utilise new technologies and digital practices to reduce electricity usage and carbon emissions across the Council, with a focus on the education estate.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>SIOB Decarbonisation Board has continued to deliver behaviour change, asset renewal strategy and infrastructure required to respond effectively to the Council's climate emergency. Information packs have been produced and provided to schools to aid in behavioural change. This will continue to be reviewed to ensure they provide the most up to date advice.</p> <p>Condition surveys have been undertaken and completed in March 2022. Identified schemes in May for priority works.</p> <p>Salix schemes have continued to progress installing LED lighting in all schools and proceeding with procurement for solar PV schemes to existing schools. In addition, the fuel stretcher add-on to gas boiler system is under review to see if a wider rollout is appropriate. Currently reviewing scope to expand on site electricity generation by expanding PV within School grounds and looking at alternative energy generation options to help address rising energy costs.</p>												
ESR/SL017 (SL/A023)	Improve existing school buildings and deliver new buildings for St Nicholas, St Baruc, the Centre of Learning and Well-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term			
	being, Ysgol y Deri, and primary school provision in Cowbridge, where possible making them low carbon and ideally zero carbon buildings to operate.												
<b>ACTION UPDATE:</b>	Ysgol Sant Baruc is under construction and will be delivered as low carbon. St Nicholas is planned for construction in September 2022 and will be net zero carbon in operation. Centre for Learning and Wellbeing is under construction and will be net zero carbon in operation. Ysgol Y Deri is planned for construction in October / November 2022 and will be net zero carbon in operation. The team are aiming to improve existing construction model to include net zero carbon during construction to make new project net zero over whole life.												
ESR/SL018 (SL/A024)	Further invest in carbon reduction measures across the education estate.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Salix schemes are ongoing. We need to increase rollout of scheme to 6 projects a year to ensure targets are met. Currently reviewing expanding the scope of carbon reduction measures implemented in existing education estate in response to rising energy costs.												
ESR/SL019 (SL/A025)	Encourage and support sustainable changes via the wider school reorganisation programme with a focus on increasing opportunities for active and green travel and participation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Following the relaxation of COVID restrictions, staff within Strategy & Resources are continuing to be given the opportunity to work from home should they wish to do so, thereby reducing the impact of unnecessary travel.												
ESR/SL020 (SL/A026)	Improve school grounds biodiversity as a means of decarbonisation and map natural carbon sinks.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The service is engaging with Local Nature Partnership to identify funding to improve school grounds. Meeting held with Council Ecology Department to review measures to improve ecology value on school sites. The team are working with Planning Dept. to produce Green Infrastructure Plan and have identified all GI assets in Education ownership and shared with Planning.												
ESR/SL021 (SL/A005)	Work with our partners and engage with schools to respond to the Climate Change Challenge with a particular focus on active travel, green travel, new technologies and digital practices to reduce carbon footprint.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The directorate is engaging with Active Travel Co-ordinator to identify new routes to link with school projects. New schools are also being issued with Travel Plan documents. These are being reviewed by South Point, St David's and Ysgol Sant Baruc with an update to be rolled out in September												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	2022. We are incorporating EV charging into new schools with potential to roll out further. Discussions with Property on operation system used for charging points is ongoing as these ideally need to link with other Council chargers.												
ESR/SLO22 (SL/A001)	Implement the Council's new Digital Strategy, focusing on expanding online services and the range of digital methods used to engage and communicate with Vale of Glamorgan citizens, whilst reducing office space and travel.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Meetings have been initiated to discuss the implementation of a new Digital Strategy in the context that this action is now within the portfolio of the new Director of Resources. Governance and process have been considered alongside the recommendations contained within the organisation-wide review of Digital capability that CGI recently carried out. A 'Digital Temperature' has been taken by way of a survey, which asked all service areas to detail all things digital that are currently underway or planned in their areas. An analysis of this data is due to be carried out in Q2 2022/23.												
ESR/SLO23 (SL/A004)	Engage and support schools with remote learning provision and new technologies to maximise access to learning and minimise inequalities for learners.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	Green (On Track)



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	<p>1. We are exploring next generation MIS options for schools, with a current pilot (Arobor's MIS solution) being run in 3 Vale schools. A second pilot is due to kick off in September, to undertake a complete review of another product (Bromcoms MIS solution). Both systems are cloud-based products and would eb a direct replacement to SIMS.net.</p> <p>2. We are awaiting delivery of devices and large format displays, procured across all Vale schools under the 2022-23 Hwb funding, we are hoping to roll-out these devices over the summer.</p> <p>3. We are working with the network and server teams, with he hope of migrating our education VM's to new corporately managed hardware, thus allowing us to decommission our aging legacy server environment."</p>												
ESR/FS024 (FS/A017)	Reshape procurement practices and policies to ensure our procurement activities contribute to the national Well-being Goals, support work around climate change, community benefits, response to challenges as a result of Brexit and build on the foundational economy project.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB	March 2023	<b>GREEN (On Track)</b>
<b>ACTION UPDATE:</b>	<p>Work has commenced in this area. The Procurement Policy &amp; Strategy is under review and the approach has been shared and discussed at Project Zero and Insight Boards"</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/FS025 (FS/A022)	Gather, review and submit data information required for annual net zero carbon footprint submission to Welsh Government	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	LC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The Welsh Government Carbon Footprint calculation methodology has been released and initial data has been scoped for submission by the reporting deadline in September 2022. Further updates to follow in the summer.												
ESR/FS026 (FS/A023)	Reduce the amount of energy we all use and lead by example sourcing our energy from clean and renewable sources and working across all sectors to bring new technology, innovation and investment to the Vale.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	LC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Corporate Energy procurement remains 100% renewable energy. Large scale renewable energy projects are being scoped on the estate. Smaller building scale schemes are also being developed for implementation as part of a programme. Eight schemes have been submitted to the Welsh Government for funding via the public sector decarbonisation fund												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/FS027 (FS/A021)	Manage our use our land, buildings and other assets to support work to tackle climate change, rationalising what we need and improving sustainability and energy efficiency.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	LC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The team has recently installed photovoltaic solar panels as part of a roof replacement scheme at Cowbridge Leisure Centre and is planning a future programme of works targeting high energy consuming assets initially. A number of projects are being explored including opportunities for low carbon heat and renewable energy generation and further information will be included later this year. A CRF funded project to understand the wider County Carbon Footprint (external to the Councils own carbon footprint which we already have data on) is in progress with Wardell Armstrong appointed. This work is proposed to help the Council to understand the scale of the County's Carbon footprint as a whole and will assist officers to understand key areas for community leadership and engagement activity. The delivery date for this project is later on this year, so further updates will be provided in due course.												
ESR/FS028 (FS/A024)	Prepare an updated Carbon Management Plan with appropriate recommendations and actions for 2023-2030	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	LC	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Resources are currently focussed on our Carbon footprint reporting to Welsh Government. The Carbon Management Plan will be developed following submission of the carbon reporting data. The new plan is scheduled for completing by Dec 2022.												
ESR/FS029 (FS/A025)	Revise our Contract Management and Procurement policies and practices to ensure they support our ambition to reduce waste and carbon emissions.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work has commenced in this area. The Procurement Policy & Strategy is under review and the approach has been shared and discussed at Project Zero and Insight Boards.												
ESR/FS030 (FS/A026)	Contribute to the Council's response to maintain and enhance biodiversity in the Vale of Glamorgan by incorporating biodiversity gains in new farm business tenancy agreements and renewals as appropriate and maximising the biodiversity value of untenanted land by reducing cutting regime of hedgerows.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB/LC	March 2023	N/A

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	No new tenancies granted during the period.												
ESR/HS031 (HS/A002)	Work in partnership with residents and stakeholders to improve community engagement and encourage behaviour change in relation to reducing food poverty and waste in line with the Climate Change Community conversation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	NJ	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	An area-based approach to community engagement has been developed in Penarth which has been focussed on a number of locally identified priorities, including food, environment and resident engagement. The Food Pod is a key element of this approach and external grant funding has been used to support the expansion of the project. A group of local volunteers are also supported by staff to provide much needed food to vulnerable people but also to engage with residents in a positive way and support them access information and other services. This approach can be rolled out in other areas.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/HS032 (HS/A030)	Deliver near zero carbon, or at a minimum A rated new Council homes and utilise Optimised Retrofit Programmes that include Modern Methods of Construction and off-site manufacturing to meet carbon reduction targets.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	New schemes currently under construction at St Cyres Road, Penarth and Hayeswood Road, Barry will achieve a minimum EPC A rating (SAP 92+). New starts on site at Coldrook Road East, Barry; Colcot Clinic, Barry will also achieve a minimum EPC A rating (SAP 92+). Schemes currently in Planning at Holm View Phase 2, Barry and Maes y Ffynnon, Bonvilston will achieve the same energy performance. All schemes listed above will be built using MMC.												

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term				
ESR/HS033 (HS/A031)	Continue to invest in our housing stock and improve thermal efficiency by maximising the performance of the existing components and materials of our homes and looking at alternative fuel supplies to support carbon reduction and reduce fuel poverty.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The delivery of ORP1 is now providing results on the benefits provided by carbon neutral heating systems. This is being reviewed to enable a longer-term strategy to be developed. In addition work has commenced on developing a carbon reduction team within the service which will focus on completing Building passports to all Council homes by 2026 as proposed within WHQS2.													
ESR/HS034 (HS/A034)	Deliver a range of environmental projects through the Community Investment scheme to include communal space improvements at; Penarth, Trebeferad, Llantwit Major and Buttrills, Barry to enhance the local area and improve neighbourhoods.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Projects are being developed in response to the work undertaken by Neighbourhood Managers in consultation with the local residents.												
ESR/HS035 (HS/A033)	Continue to operate and develop the Food Pod and Clean Slate scheme in Penarth and further develop the Education Centre and Plastic Bottle Green House at the Margaret Avenue Garden project.		✓	✓	✓			✓	✓	✓	MI	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The Food Pod continues to grow in popularity and the team of volunteers is growing.												
ESR/NS036 (NS/A32)	Establish a network of locally accessible electric vehicle charging points and undertake work to ensure a more sustainable Council vehicle fleet including the use of electric, hybrid and alternatively fuelled vehicles in line with current EU Environmental Standards.	✓	✓	✓	✓			✓	✓	✓	KP/GG/JL	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Tender and plans in place to install EV chargers for current pool cars and potential new EV's. Install in Q2. ULEV's are being considered as part of the vehicle replacement fund. However, it should be noted costs coming back on larger vehicles are still extremely high.												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/NS037 (NS/A035)	Continue to implement cycle and pedestrian facilities in accordance with the Approved Active Travel Network Maps for the Vale of Glamorgan (2022) and ensure all transport improvement schemes include active travel measures.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	KP/LE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	On-going with use of core active travel funding provided by Welsh Government.												
ESR/NS038 (NS/A001)	Build momentum around the Climate Change Community Conversation and the nature emergency involving different stakeholders with a focus on waste service change proposals for Penarth and flats and apartments, covenants on green spaces with fields in trust to protect open space and biodiversity as well as reinstatement of the old harbour as a biodiversity area.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	CS/BT/DK	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	When the roll out to Penarth is confirmed the service area will commence consultation throughout the whole of Penarth area through the use of roadshows and social media to build momentum on the waste agenda and the environmental benefits linking in with the environmental change agenda. Additionally the parks department continue to build upon biodiversity and is currently exploring options to protect this for now and the future in respect of parks and the old harbour.												
ESR/NS039 (NS/A002)	Involve, engage and consult residents and other stakeholders including the voluntary sector and town and community councils in redesigning waste, flood risk management, trees, transport and active travel services, ensuring that those who are seldom heard have the opportunity to be involved. This will include the development of school Active Travel Plans, active travel consultations and a public transport opinion survey (2022).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MC/CM/CS /BT/DK/KP /LE/EG/JL	March 2023	<b>Green (On Track)</b>

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Active Travel consultation for route options connecting Cowbridge to Ystradowen launched in Q1. Currently awaiting the implementation of the Electric Vehicles infrastructure - due for commencement end of July, 2022. Also looking at technology around fleet and possible option for monitoring current vehicles and replacing with EV i.e. Building Vehicles. Also introduction of the Asset Management system which will assist with sustainability of carbon reduction i.e. wildflowers.												
ESR/NS040 (NS/A038)	Continue undertaking route optimisation of school transport services to ensure pupil safety, increase service efficiency and reduce carbon emissions.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	KP/LE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	On-going with a number of issues - COVID cases and lack of relief drivers, lack of passenger transport operators available to undertake work, a growing number of pupils requiring school transport and spiralling costs of the provision.												
ESR/NS041 (NS/A033)	Review the way journeys are undertaken by staff including the use of electric pool cars and implement the Public Service Board's Staff Healthy Travel Charter, encouraging staff to use their cars less and to be more active.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	JL/GG	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integation	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Electric Vehicles have been purchased and awaiting infrastructure of chargers. Just for implementation end of July 2022. Cars journeys are being monitored. Longer journeys are being encouraged to use pool vehicles. The demand has increased due to the cost of fuel and staff requesting pool vehicles.												
ESR/NS042 (RP/A031)	Deliver the Biodiversity Forward Plan with an emphasis on increasing staff awareness about the importance of embedding biodiversity across the work of the Council.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MC/DK/AS	March 2023	<b>GREEN (On Track)</b>
ESR/NS043 (NS/A045)	Contribute to enhancing biodiversity and addressing climate change sustainability by implementing the relevant actions contained within the Biodiversity Forward Plan, including the drafting of an Interim Tree Management Plan and an action plan to manage Ash Dieback.												
<b>ACTION UPDATE:</b>	The Council continues to deliver the plan at a corporate level, it would be beneficial to bring this together across all departments during quarter 2 to discuss reporting and progress.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/RP044 (RP/A030)	Publish a Green Infrastructure Strategy and work with our partners including the Local Nature Partnership to respond to the nature emergency and implement an ambitious tree planting programme.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ER	March 2023	Green (On Track)
ESR/NS045 (NS/A044)	Work with colleagues in Regeneration Services to develop a Green Infrastructure Strategy to promote and develop green space, sustainable drainage, green travel routes, ecology and tree coverage, including reference to a tree strategy for our towns and villages which will also provide a response to Ash Dieback.												
<b>ACTION UPDATE:</b>	Neighbourhood Services continues to work with colleagues in Regeneration Services to develop a Green Infrastructure Strategy. A consultation has been held with all internal stakeholders on the Green Infrastructure Plan. The data that has been provided has been incorporated into the Green Infrastructure Assessment. The next steps will see the development of the Strategy and associated Action Plan.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/NS046 (NS/A052)	Implement the revised Flood Risk Management Strategy in response to the updating of the National Flood and Coastal Erosion Risk Management Strategy.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ER	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	A draft template has now been received from WLGA in June 2022 for updating the LFRMS, including incorporation of the FRMP as an appendix but we are still awaiting Welsh Government and Ministerial approval. Whilst there is no statutory obligation for the council to produce FRMP the intention is to incorporate it as an appendix to LFRMS. Consideration of the implications of merging both LRMS and FRMP is progressing before procuring deliverer on new LFRMS in Q2 subject to WG and Ministerial approval referred above.												
ESR/NS047 (NS/A053)	Complete the Llanmaes Flood Risk Management Scheme.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MC/CM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Based on uncertainty with original tender being outside the validity period and cost increases due to increase in material prices, all tenderers were invited to resubmit revised costs which will then remain valid for a further 90 days. Revised tender costs fewer subsequently received on 11th June 2022 and assessed to identify the most advantageous tenderer. Confirmation is currently awaited from Welsh Government to confirm grant funding approval for the project in order to appoint the most advantageous contractor and agree a suitable start date on site. Works have already												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	commenced on a Welsh Water diversion required as part of the works along Sigingston Lane. Subject to funding approval it is anticipated that works can commence on site in late Q2 or early Q3.												
ESR/NS048 (NS/A054)	Monitor and assess changes in coastal morphology, including the beach and cliffs, in accordance with the appropriate Shoreline Management Plans.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MC/CM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The collection of wave, water level and meteorological data is continuing at Penarth Pier. Regular monitoring of beach profile data being coordinated by the WCMC. A multi beam bathymetric survey and UAV Lidar survey of Whitmore, Jackson Bay undertaken in June 2022 to improve understanding of local sediment budget. Planning underway to extend survey works west to Porthkerry frontage to help inform implementation of SMP policy. Further UAV surveys carried out at Dunraven Bay.												
ESR/NS049 (NS/A015)	Work with partners including the Cardiff Capital Region, Welsh Government and landowners to develop sustainable transport links to residential, employment and leisure areas including cycle, bus and rail links.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	KP/LE/AE	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Active Travel schemes improving connections to St Athan and Cardiff Airport continue to be developed. Barry Dock Interchange plans include improvements to sustainable transport.												
ESR/NS050 (NS/A026)	Develop and promote the range of events, leisure, recreational and educational activities available across our venues and outdoor spaces with an ambition to deliver a number of carbon neutral public events.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	KD/JG	March 2023	Red (Slipped)
<b>ACTION UPDATE:</b>	No update available.												
ESR/A051 (NS/A037)	Complete the conversion of the remaining bespoke / ornamental street lanterns to LED.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MC/NT	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The design and conversion of bespoke and ornamental lighting to LED is currently ongoing and will be progressed in phases which will be location specific to assist with managing the process from a resource and cost perspective. The first areas to be progressed will include Penarth Esplanade / Cliff Hill and Penarth Marina for which design iWork s currently ongoing with anticipated implementation in Q2 subject to lead-in periods for specialist lanterns. Other areas will be identified as the project progresses and the extent of the conversion programme is subject budget and resource available during the current financial year.												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/NS052 (NS/A034)	Develop the business case and secure funding for extending the OVO electric bike programme in Barry.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	KP/LE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Business Case completed and bid submitted for Levelling Up proposal. Funding will continue to be sought.												
ESR/RP053 (RP/A029)	Invest in education, sustainable transport, community facilities, affordable housing and green infrastructure as a result of negotiating Section 106 payments from developers in areas where development has occurred (as detailed in the annual Section 106 report).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG KP/EG/LE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	S106 investment continues. Work has commenced and subsequently been completed to install a new footway at Caerleon Road using S106 sustainable transport monies, to complement the new play area which is being paid for using S106 Community Facilities monies and being delivered by Dinas Powys Community Council. Feasibility and design work has also been undertaken in areas for S106 sustainable transport in areas including Rhoose and Cowbridge, with consultation ongoing. A new play area at Windmill Lane Play Area, Llantwit Major is due to commence on site in July 2022. Tenders for St. Cyres Park / St. David's Crescent play area, Penarth have been assessed and due to commence on site in September 2022. Construction has commenced on the scheme at Belle Vue Pavilion in mid-June.												

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term				
ESR/NS054 (NS/A040)	Invest in sustainable transport, community facilities and parks as a result of negotiating Section 106 payments from developers.													Green (On Track)
<b>ACTION UPDATE:</b>	Active Travel improvements in Rhoose have been finalised and will be consulted on early Q2 with plans to start construction late Q2.													
ESR/NS055 (NS/A043)	Maintain environmental standards by retaining our awards for Green and Blue flags.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	CS/BT/JG	March 2023	Green (On Track)	
<b>ACTION UPDATE:</b>	<p>The coastal awards have been received for 2022 and all awards have been retained with the exception of the blue flag at Whitmore Bay which we could not apply for, as it did not meet the required level of water quality from 2021 testing. The Parks awards will be known in quarter 2. The park awards have been re-assessed and we await the results. In the meantime we are progressing with modifying our cutting regimes to increase biodiversity within our environment. We will be reducing our "annual bedding" and replacing with more biodiverse perennial displays. Our Green Flag parks continue to be pesticide free.</p> <p>The coastal awards have been received for 2021 and all awards have been retained with the exception of the blue flag at Whitmore Bay which we could not apply for, as it did not meet the required level of water quality from 2020 testing. The Parks awards will be known in quarter 2. Green Flag parks have been re-assessed and await results; we are progressing with modifying our cutting regimes to increase biodiversity within our environment. We will be reducing our "annual bedding" and replacing with more biodiverse perennial displays. Our Green Flag parks continue to be pesticide free. We have planted additional trees within our Green Flag parks and Open Spaces and will continue to do so in Q3/Q4</p>													

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/RP056 (RP/A002)	Work with businesses, stakeholders and the community to encourage behaviour change having regard to climate and nature emergencies.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG/PC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Increased importance placed upon landscaping, tree planting and bio-diversity enhancements when determining planning applications. Developing plans for a transport interchange at the Dock Office to enable more sustainable access to the office and surrounding areas. Climate and nature emergencies placed at heart of planning decision making. LDP review commenced work on objectives and vision with climate / nature focus. The Local Nature Partnership continues to support groups across the Vale to deliver their own biodiversity projects, with funding made available of up to £500 per project.												
ESR/RP057 (RP/A028)	Gather the evidence base for the review of the Local Development Plan including a public call for candidate sites for development and consultation on the Integrated Sustainability Appraisal and prepare the vision and objectives/growth options and the preferred strategy.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Full Council considered and approved the Review Report and Delivery Agreement in April 2022 which had both been amended following a 6-week public consultation. The Welsh Government subsequently approved the Delivery Agreement in May 2022 which marked the formal commencement of the Replacement LDP process. Evidence base work for the emerging Replacement LDP is currently ongoing. The call for candidate sites commenced in June 2022 and the Integrated Sustainability Appraisal is due to be reported to Cabinet in July and consulted on in August 2022 in accordance with the Delivery Agreement timetable. Work on identifying the issues, vision and objectives is also currently underway.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ESR/HR058 (HR/A017)	Provide training for staff and Members on climate change as part of raising awareness, changing behaviours and transforming services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	A Climate Change training programme was developed in Q1 and has been approved by parties of the project zero board in Q2, we are awaiting the content to be reviewed by our biodiversity team. it'll be rolled out end of Q2 / Q3												
ESR/HR059 (HR/A010)	Implement a Volunteering Strategy as part of the Well-being Strategy and work in partnership with the Public Services Board to implement the Move More, Eat Well Plan with a focus on workplace settings.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Volunteer Strategy going to Cabinet following the Summer Recess.												

Appendix 8 Corporate Risk 8: Cost of Living

1 – Risk Overview	
1.1 Risk Description	<p>Cost of living refers to the fall in people’s disposable incomes after taking into account inflation, taxation and benefits. The cost-of-living threat initial emerged in the later end of 2021, but over the course of 2022 it has continued to gain momentum and is increasingly putting financial pressure on households.</p> <p>The cost-of-living crisis has created a scenario where the cost of our everyday essentials such as energy, food rising over and above average incomes. There are a number of cross-cutting forces behind this evolving crisis, which reflects the complex and interconnected nature of our global markets. Predominately the crisis is the result of increasing price inflation outstripping the growth in wages and/or benefits, leaving less disposable income in people’s pockets which has been further exacerbated by recent tax rises.</p> <p>Inflation is measured through the Consumer Price Index (CPI). The most recent data (August 2022) shows that CPI rose by 10.1% in the 12 months to July 2022, which is up 9.4% from June. The Bank of England have forecast that inflation will continue to rise over the course of 2022 and has predicted that inflation could rise above 13% if left unchecked. The Bank of England also anticipates there will be a period of ‘stagflation’ where there is slow economic growth or recession combined with increasing inflation.</p> <p>In terms of what is driving inflation, this has in part been the legacy of Covid where the reopening of the economy saw increased global demand for products at a time when supply chains disruption from Covid was still an issue. Added to this has been ongoing effects of Brexit that has also led to delays and good shortages. The energy market has also been a significant contributor to rising inflation. At a time when demand for energy increased, our supply had reduced leading to a sharp global wholesale rise in gas/energy prices. Although this rise was originally driven by factors associated with supply and demand, the volatility in the energy market has been exacerbated by crisis in Ukraine and the ongoing threat that Russia could turn off gas supplies to Europe. There has also been a significant rise in oil prices as a consequence of supply and demand issues and the conflict in Ukraine, which has been reflected at the pump in car forecourts. In April 2022, the new price cap came into force. Ofgem (the Regulator) announced that the price cap would increase from £1,277 per year to £1,971 per annum representing a 54% increase. Ofgem reviewed the price cap again in August and announced that from October it would increase to around £3,549, a further 80% rise. Following the appointment of a new Prime Minister, Liz Truss, the UK Government announced their Energy Plan that will freeze the price cap at £2,500. The UK Government have referred to this as their Energy Price Guarantee that is set to last for two years. Despite this guarantee acting as an additional safety net, individuals are still going to be faced with significantly higher energy bills over the autumn/winter months.</p> <p>Ukraine is referred to as the ‘breadbasket of Europe’ particularly in terms of its export of grain and sunflower oil. Since the invasion of Ukraine, exports of these goods have significantly declined leading to global food insecurity fears, which in addition to energy prices has driven up inflationary pressures on food. Added to this, UK petrol and diesel prices have hit record high</p>

following a surge in demand for fuel with the opening up of the economy associated with Covid. The rise in fuel costs is compounding inflationary pressures associated with transport of supplies/goods such as raw materials and food.

In tandem with the rising costs of living, workers are seeing a stagnation in their wages, where salaries are not able to keep pace with inflation. Consequently, our communities are increasingly feeling the impact on their finances. The cost of living is expected to rise further during the immediate to medium term and we will need to support our communities and citizens to navigate and overcome the worst impacts of this crisis, with a particular focus on safeguarding our most deprived and vulnerable citizens. Recent data from the Office of National Statistics which has informed the latest Vale of Glamorgan Cost of Living Analysis tells us that around 9 in 10 adults continue to report their cost of living has risen over the past month with nearly half (48%) of adults reporting they were spending more on their food shopping each fortnight. No one is immune from the effects of the cost-of-living crisis, but it is widely acknowledged that it disproportionately impacts on the poorest of households the most, as they find it more difficult to cope with rising rates of inflation. It is anticipated that these pressures will be felt more by those identified as more vulnerable and those households whose budgets may have the least amount of capacity to absorb these pressures.

The UK Government announced a package of measures to provide financial support to those on the lowest incomes. The Chancellor announced a package of support worth £37billion earlier in 2022 that included £400 off energy bills for all households, £650 one off payment for households in receipt of means-tested benefits, an additional £300 for pensioners, £150 for those in receipt of disability payments and a £150 council tax rebate for households in Council Tax bands A to D. The Chancellor also cut fuel duty by 5p and increased the thresholds for National Insurance (the amount someone can earn before National Insurance contributions are applicable).

In line with the UK Government's package of measures, the Welsh Government has provided a £380 million package of support used to provide the £150 cost of living payment to households in council tax band properties A-D and all those in receipt of support from the Council Tax Reduction Scheme in all tax bands<sup>1</sup>. £38m of this same funding was made available to eligible households in the form of a Winter Fuel Support Scheme for those in receipt of working-age means-tested benefits<sup>2</sup>. This has enabled eligible households to claim a one-off cash payment of £200 towards their energy bills<sup>3</sup>. The funding will also be used to support a further fuel payment to be launched by the Welsh Government in the autumn<sup>4</sup>. As part of this funding package, £2.84million has been allocated to relieve the pressure on food banks in order to tackle food poverty<sup>5</sup>.

<sup>1</sup> Welsh Government, Written Statement: [Welsh Government support through the cost-of-living crisis](#), 31<sup>st</sup> March 2022

<sup>2</sup> Welsh Government, [£51m support fund to help families hardest hit by cost-of-living crisis](#), 16<sup>th</sup> November 2021

<sup>3</sup> Welsh Government, [£51m support fund to help families hardest hit by cost-of-living crisis](#), 16<sup>th</sup> November 2021

<sup>4</sup> Welsh Government, Written Statement: [Welsh Government support through the cost-of-living crisis](#), 31<sup>st</sup> March 2022

<sup>5</sup> Welsh Government, Written Statement: [Welsh Government support through the cost-of-living crisis](#), 31<sup>st</sup> March 2022

Separately the Welsh Government has also provided a further £25m in the form of a discretionary funding to local authorities to enable them to decide on how best to provide additional financial support reflective of local needs<sup>6</sup>. The Welsh Government have also targeted financial support and particular groups that are facing pressures as a result of the cost of living. An additional one-off payment of £100 for every children/young person eligible for the Pupil Development Grant for the forthcoming academic year, and a £500 payment to unpaid carers and an additional £1,498 (gross) payment to registered care home workers, domiciliary care workers and Personal Assistants in Wales alongside the introduction of the real living wage<sup>7</sup>. In addition, at the Welsh Government's Cost of Living summit in July, the Minister for Social Justice (Jan Hutt) announced £3million will be available to develop cross-sector food partnerships and to strengthen existing food partnerships in order to build resilience within food networks<sup>8</sup>.

Furthermore, the new Chancellor recently unveiled the UK Government's Growth Plan in the form of a mini budget. In this plan the Chancellor announced that the planned corporate tax rise was cancelled, the basic rate of income tax would be cut to 19% in April 2023, the thresholds at which Stamp Duty would be applicable would be raised to offer tax relief for some homeowners and first-time buyers and the abolition of the top rate tax for the highest earners<sup>9</sup>. The global markets quickly reacted to the Chancellor's mini budget which then saw the pound drop to an all-time low against the dollar<sup>10</sup>. This led to the Bank of England stepping in to calm the markets by buying government bonds at what has been described as at an 'urgent pace' in order to restore 'orderly market conditions'<sup>11</sup>. It was deemed a necessary intervention by the Bank of England in order to protect pension investments<sup>12</sup>. The Bank of England stated that it would 'not hesitate' to increase interest rates to protect the pound and stem a surge in prices<sup>13</sup>. This led to speculation that the Bank of England could further increase interest rates from 2.25% to 5.8% next Spring<sup>14</sup>. It was this projection that led to mortgage providers removing hundreds of mortgage products off the market in a single day. There has continued to be ongoing concern regarding the UK's market credibility when the International Monetary Fund openly aired its concerns regarding the UK Government's plan for tax cuts and it warned that 'the cuts could speed up the paces of price rises, which the UK's central bank is trying to bring down'<sup>15</sup>. IMF also indicated that the Government's measures were likely to further exacerbate inequality<sup>16</sup>. In response to growing concerns, the UK Government made a U-turn on its plans and abandoned its plan to scrap the 45p rate of income tax for the

<sup>6</sup> Welsh Government Press Release, [£150 cost of living payments arrive with more than 330,000 households](#), 12<sup>th</sup> May 2022

<sup>7</sup> Welsh Government, Written Statement: [Welsh Government support through the cost-of-living crisis](#), 31<sup>st</sup> March 2022

<sup>8</sup> Welsh Government, Written Statement: [Cost of living Summit](#), 11<sup>th</sup> July 2022

<sup>9</sup> UK Government Press Release, [Chancellor announces new Growth Plan with biggest package of tax cuts in generations](#), 23<sup>rd</sup> September 2022

<sup>10</sup> BBC News, [What happened to the UK economy, pound and mortgages this week?](#) 30<sup>th</sup> September 2022

<sup>11</sup> BBC News, [Bank of England steps in to calm markets](#), 29<sup>th</sup> September 2022

<sup>12</sup> BBC News, [Bank of England steps in to calm markets](#), 29<sup>th</sup> September 2022

<sup>13</sup> BBC News, [Bank of England steps in to calm markets](#), 29<sup>th</sup> September 2022

<sup>14</sup> BBC News, [Bank of England steps in to calm markets](#), 29<sup>th</sup> September 2022

<sup>15</sup> BBC News, [IMF openly criticises UK government tax plans](#), 28<sup>th</sup> September 2022

<sup>16</sup> BBC News, [IMF openly criticises UK government tax plans](#), 28<sup>th</sup> September 2022

highest earners<sup>17</sup>. Although the Government is abandoning its plan to scrap the 45p tax rate this only accounts for £2bn of £45bn worth of tax cuts that were announced<sup>18</sup>. Therefore, the Government's level of borrowing is still going to be very high which could continue to destabilise market confidence in the UK's financial position.

Despite the package of support that has been announced, there are fears that in light of worsening financial situation, this will not be enough to support those most vulnerable to the effects of rising inflation. The Council faces significant risks, in terms of supporting those most in need who are experiencing hardship in terms food/fuel poverty, housing needs and employment. A key element of risk is the inability to effectively target our resources to reach those most in need and in particular to identify any areas of unmet need. It is likely that this will put additional demand upon our services at a time when our resources are already being stretched. Other risks include the threat to health and wellbeing, the risk of more people living in food/fuel poverty and the increased risk of homelessness. Similarly, the Council is also vulnerable to rising cost pressures associated with inflation. The rising cost of construction materials, food supplies, energy costs and staff wages will all have an impact on the costs of service delivery, at a time when our budgets uplifts are unable to keep up with rising cost of living. Consequently there is a risk to the Council's ability to maintain levels of service delivery and has the potential to disrupt our ability to achieve our wellbeing objectives and key priorities as a council such as major capital programmes such as the Sustainable Communities for Learning (formerly 21st Century Schools) programme, Council housing programme and other transformation projects that include Project Zero.

<b>1.2 Risk Owner</b>		<b>Director of Resources (Tom Bowring)</b>				
<b>1.3 Impact on our contribution to the Wellbeing Goals</b>						
<b>A Globally Responsible Wales</b>	<b>A Prosperous Wales</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture and Thriving Welsh Language</b>
No	Yes	Yes	Yes	Yes	Yes	No

<b>1.4 Risk Categories</b>		
<b>Categories</b>	<b>Yes/No</b>	<b>Definition</b>
<b>Political &amp; Legislative</b>	Yes	Failure to ensure service continuity during the transitional period due to poor project planning resulting in political and legislative repercussions.
<b>Resources</b>	Yes	Lack of an affordable pay solution in the context of inflationary pressures broadens the financial impact of the crisis on both our budgets and in terms of our staff.  Insufficient council budget to deliver key priorities as set out in the Corporate Plan and Annual Delivery Plan.

<sup>17</sup> BBC News, [Kwasi Kwarteng U-turns on plans to scrap 45p tax rate](#), 3<sup>rd</sup> October 2022

<sup>18</sup> BBC News, [Kwasi Kwarteng U-turns on plans to scrap 45p tax rate](#), 3<sup>rd</sup> October 2022



1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Insufficient budget to maintain viability/delivery of key capital programmes e.g. Sustainable Communities for Learning, Regeneration Programmes etc. Rising costs of construction/other materials impacting on deliverability of key programmes of work. E.g. Sustaining the planned programme of development for schools as part of the WG's Sustainable Communities for Learning becomes more challenging especially in relation to the affordability of achieving our net zero goals for new school builds. This potentially also impacts on the prioritisation of our schemes of work.</p> <p>Insufficient funding to maintain momentum and delivery of key transformation projects such as Project Zero and Eich Lle.</p> <p>Impact on our social care budgets if we are unable to recover debt from service users for packages of care/res care provision.</p> <p>Risk of industrial action arising from cost-of-living crisis has potential to disrupt service delivery and challenge business continuity.</p> <p>Skills retention for specialist/highly skilled roles if wages cannot compete with private sector pay. Creation of skills gaps in business-critical areas which could impact on business continuity.</p> <p>Impact of wage stagnation on workforce recruitment and retention. Further exacerbates issue in existing areas of concern and has the potential to widen across the organisation as a whole. Rising staff turnover likely to compound capacity pressures in services already experiencing the strain. E.g. social care.</p> <p>Impact of the crisis on the health and wellbeing of our staff. Any downturn in the economy and associated austerity in the public sector budgets could result in fewer staff resources. This could result in expanding the additional responsibilities of staff that could impact on retention, absence and wellbeing (burn out).</p> <p>Availability/reduction in grant funding due to a redistribution/prioritisation of funding to other areas. This has the potential to impact on the sustainability of some non-statutory service provision and/or transformational change/pilots.</p> <p>Impact of narrow remit of grant funding streams, challenges our ability to effectively target resources at areas of defined need.</p> <p>Citizens not seeking help to meet their care needs due to rising costs has the potential to result in later presentation of more complex and costly care and support needs.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Impact on staff who are care givers on their capacity/availability to work has the potential to impact on service delivery.</p> <p>Impact on Eich Lle, our hybrid operating model and rationalisation of our estate if more staff choose to be more office-based due to rising costs of energy in their homes.</p> <p>Energy supply volatility could result in power outages, which has the potential to significantly disrupt business continuity especially for our priority 1 services.</p>
<b>Service Delivery and Wellbeing</b>	Yes	<p>Rise in people living in food/fuel poverty impacting on a wider demographic of the Vale of Glamorgan's population. This impacts on resident's ability to make choices and in some cases the decision between eating and heating. Most likely to see this disproportionate impact on the lowest income/most vulnerable groups.</p> <p>Impact on resident's health and wellbeing. Potential impact on relationships especially in the aftermath of Covid. Potential impact on social isolation/loneliness, carer breakdowns, domestic abuse/violence and other safeguarding concerns.</p> <p>Risk of a rise in homelessness. Lack of affordable/secure housing tenancies could lead a rise in homelessness, whilst there is an undersupply of affordable rent within the sector. Rising interest rates and other associated cost of living pressures could private homeowner's ability to afford higher mortgage payments and other cost of living expenses. Potential to increase homelessness as a result of possession of homes. Sharp rise in homelessness will challenge our capacity to fulfil our homelessness duty.</p> <p>Significant cuts to budgets results in only statutory service provision.</p> <p>Demand management- Higher demand for services at a time when our resources/capacity are diminishing. In the case of Social Services- this could lead to failure to meet the care and support needs of service users. For example, a rise in demand for social care services where carers have had no choice but to return to work and now require additional care arrangements to be put in place.</p> <p>Risk that citizens in receipt of social care services whose savings/earnings are above care threshold and are deemed responsible for paying for their care, may discontinue their care and support due to financial pressures.</p> <p>Viability of businesses in light of rising inflationary pressures. Includes the affordability of energy for businesses into the short to medium term. Impact of business insolvency on our procurement and supply chains. Has the potential to disrupt key programmes of work.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Slower economic growth and stagflation puts pressure on jobs market and on incomes. Any downturn in the economy/recession could reverse the 'employee market' resulting in redundancies/higher levels of unemployment. This could also lead to the emergence of skills gaps within the economy. Any rise in unemployment is likely to put additional pressure on our support services e.g. benefits teams, community-focused work programmes.</p> <p>Sustainability/viability of community organisations/charity groups impacts not only on availability of support services in communities but on the Council in terms of being able to signpost residents to support especially for preventive services. Consequently we could see a rise in demand for our services where there is a lack of community capacity.</p> <p>Managing levels of expectation from our service users especially in cases where they have become reliant on discretionary payments and/or levels of expectation from non-statutory service provision.</p> <p>Rising community tensions could result in riots, and public disorder. This also puts additional resource pressures on the Community Safety Team.</p> <p>Digital exclusion in communities may impact on our ability to fully roll out our digital strategy for service delivery. Some service users may be unable to engage with our services via digital means due to lack of access to broadband etc. This has the potential to impact on future models of service delivery.</p> <p>Risk of a rise in the accumulation of personal debt and with this the risk of loan sharks and rogue traders. Likely to see spike in rogue trading e.g. door stop criminals and impact on businesses and residents as a consequence of businesses taking cutting corners in favour of cost. This of most concern in relation to food hygiene and goods descriptions.</p>
<b>Reputation</b>	Yes	<p>Reputational impact on the council in terms of how we are perceived as an employer in terms of pay/conditions.</p> <p>Failure in our 'community leadership' role to disseminate key messages/communication and target our resources effectively to those most vulnerable and in need damages our reputation.</p>

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score

## CR8: Cost of Living

<b>Political &amp; Legislative</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Resources</b>	4 (Almost certain)	4 (Catastrophic)	<b>16 (Very High)</b>
<b>Service Delivery &amp; Well-being</b>	4 (Almost certain)	3 (Catastrophic)	<b>12 (High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>4 (Almost certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>

<b>2.2 Controlling Inherent Risk</b>				
<b>Category</b>	<b>Current Controls</b>	<b>Effectiveness of controls</b>		
		<b>Likelihood Score</b>	<b>Impact score</b>	<b>Total Score</b>
<b><i>Political &amp; Legislative</i></b>	<ul style="list-style-type: none"> <li>Senior Leadership Team maintains oversight of issues/developments relating to cost-of-living crisis. Chief Executive in his messages to staff highlights cost of living issues and promotes support services available.</li> <li>Public Services Board has regular discussions regarding issues/developments relating to the Cost of Living, as it is linked to the Well-being Plan Objective to reduce poverty and tackle inequalities linked to deprivation.</li> <li>Established a cost-of-living huddle (working group) that consists of officers from the cross section of service areas whose role it is to identify and co-ordinate the council's response to the crisis in relation to our community and organisation.</li> <li>External communications campaign for cost of living. Information hub on website with signposting to support and advice for the public.</li> </ul>	1	1	1
<b><i>Resources</i></b>	<ul style="list-style-type: none"> <li>Budgets are reviewed annually and monitored monthly as part of the council's standard budgetary control processes.</li> <li>The Council has access to the Department of Work and Pensions' (DWP's) landlord portal and is able to check the status of claims and confirm rents and to process claims quickly. A system of managed payments (APA's) has been established so that housing costs for vulnerable tenants can be paid</li> </ul>	1	1	1

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>directly to the landlord to minimise arrears.</p> <ul style="list-style-type: none"> <li>Improved our systems for monitoring rents and further automated the rent recovery process.</li> <li>Provided access to a Customer Portal for tenants to retrieve up to date information on their rent account.</li> <li>A Homelessness Prevention Strategy and Action Plan has been developed which incorporates homeless prevention and housing support requirements. Alongside this a Housing Support Grant Delivery Plan has been developed.</li> <li>Work is underway to review cost pressures associated with cost of living in terms of impact on key capital programmes of work.</li> <li>Secured energy prices a year in advance.</li> <li>Pay structure incorporates 'Living Wage' Agreed in May 22.</li> <li>Pay offer has been identified, but not yet agreed.</li> <li>Established Cost of Living Huddle to co-ordinate our organisational response/activities internally.</li> <li>Welsh Government homelessness Prevention Grant for next 3 years. Targeted at loan and arrear payments.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>Package of financial support from UK/Welsh Government that includes £400 off energy bills for all households, £650 one off payment for households in receipt of means-tested benefits, an additional £300 for pensioners, £150 for those in receipt of disability payments and a £150 council tax rebate for households in Council Tax bands A to D.</li> <li>UK Government announced cut fuel duty by 5p and increased the thresholds for National Insurance (the amount someone can earn before National Insurance contributions are applicable).</li> <li>Welsh Government funding in the form of a Winter Fuel Support Scheme for those in receipt of working-age means-tested benefits. Eligible households can claim a one-off cash payment of £200 towards their energy bills. The funding will also be used to support a further fuel payment to</li> </ul>	1	1	1

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>be launched by the Welsh Government in the autumn.</p> <ul style="list-style-type: none"> <li>• Welsh Government Discretionary Cost of Living Support scheme that enables local authorities to decide on how best to provide additional financial support that is reflective of local needs.</li> <li>• Utilised Welsh Government grant funding to support particular vulnerable groups that are facing pressures as a result of the cost of living. E.g. one-off payment of £100 for every children/young person eligible for the Pupil Development Grant for the forthcoming academic year, and a £500 payment to unpaid carers and an additional £1,498 (gross) payment to registered care home workers, domiciliary care workers and Personal Assistants in Wales alongside the introduction of the real living wage.</li> <li>• Established good relationship with Citizen's Advice to signpost residents to advice and support. Citizens requiring digital or personal budgeting support are assisted by the Citizens Advice Bureau.</li> <li>• Signposting residents to Food Banks. Utilised Welsh Government funding to distribute financial support to local Food Banks, Community food initiatives. We have also utilised Welsh Government funding to address period dignity in our communities.</li> <li>• Promotion of 'Summer of Fun' free activity programme for children and families.</li> <li>• Launched a new One Stop Shop for housing support based in Holton Road, Barry operated in partnership with Pobl.</li> <li>• Enhanced engagement with tenants affected by cost-of-living crisis through the promotion of advice and support services.</li> <li>• There are various initiatives/support mechanisms in place for families who are experiencing financial hardships such as the Sofa scheme.</li> <li>• The Multi-Agency Landlord group meets regularly to discuss and identify how we mitigate the adverse impacts of cost of living on tenants.</li> <li>• Community Investment Team works with tenants to support them through accessing employment, promoting digital</li> </ul>			

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>inclusion and working with tenants to participate in Time banking schemes.</p> <ul style="list-style-type: none"> <li>• The Income Team/Money Advice Team (Housing Services) work with households in financial difficulty by provided advice and assistance on budgeting, accessing additional benefits, identifying preferential tariffs, support for backdated claims/appeals.</li> <li>• A Homelessness Prevention Strategy and Action Plan is in place which incorporates homeless prevention and housing support requirements. The Housing Support Grant Delivery Plan has been developed.</li> <li>• Information hub on website with signposting to support and advice for the public. Social media is used regularly to communicate with citizens on cost-of-living matters and raise profile of support and advice that is available.</li> <li>• We continue to promote support available through the armed forces covenant and disregard all armed forces related benefits to ensure maximum take up of benefits.</li> <li>• Wellbeing bulletin issued by champions with wellbeing messages associated with the Cost-of-Living crisis. This includes an increased focus on wellbeing emails to staff.</li> <li>• Cost of living information hub for Staffnet+ in development.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>• External communications campaign for cost of living. Information hub on website with signposting to support and advice for the public.</li> <li>• Rebranding exercise of the Vale to attract and aid recruitment to vacant positions. Promotion of the Vale in terms of inclusivity and what it can offer in terms of flexible working practices as well as the wellbeing offering to staff.</li> </ul>	1	1	1
<b>Overall Effectiveness of Controls</b>		<b>1</b>	<b>1</b>	<b>1</b>

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	4	3	12	1	1	1	4	3	12	N/A (New risk)	↔
Resources	4	3	12	1	1	1	4	3	12	N/A (New risk)	↔
Service Delivery & Well-being	4	3	12	1	1	1	4	3	12	N/A (New risk)	↔
Reputation	3	3	9	1	1	1	3	3	9	N/A (New risk)	↔
<b>Average risk score/ direction of travel</b>	4	3	12	1	1	1	4	3	12 (high)	N/A (New risk)	↔



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/NS0 01 (NS/A024)	Work in partnership with the Public Services Board to implement the Move More, Eat Well Plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DK/KD/LE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Partnership working with the Health Board by the Healthy Living team is on-going. Particular reference in the work being jointly carried out has reference to the Move more, Eat well plan.												
CoLR/PB0 02 (PB/A035)	Work with relevant Council services to assist in the delivery of the Cardiff and Vale Move More, Eat Well Plan and ensure linkages are made with Project Zero.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/HM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work continues to support the work of the MMEW plan in the Vale. Recent progress highlights are included in the PSB annual report 2021/22. Cardiff and Vale steering group has recently been established and will meet for the first time in July to further progress its work.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/PB003 (PB/A036)	Work in partnership to deliver activities and support to address food poverty.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/HM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Under the Llantwit Major food access pilot project work has continued to progress as the project has now been awarded funding for the next 5 years from big lottery, this will help to ensure the actions to help people eat a good meal every day in the area are successful. Funding has been provided by Welsh government for 2022-23, to help support local community groups and organisations to tackle food insecurity. We are currently asking local groups to submit short funding bids; these will then be reviewed and funds distributed in quarter two.												
CoLR/SLO04 (SL/A015)	Contribute to the poverty agenda and the Move More Eat Well Plan by implementing free school meals for all primary school pupils and commissioning a healthy eating promotion programme (via the Big Fresh catering Company) to be delivered in all schools.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/HM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Supporting community activity programmes via BFCC and schools such as the Joe Ledley football camp; working in collaboration with Environment and Housing to better utilise outdoor space in schools and promote/diversify community use with these facilities. Reception, Year 1 and Year 2 pupils will be eligible for a free school meal from September 2022. The Vale are one of 4 local authorities in Wales to be offering these year groups with a free meal. Work is ongoing in our school kitchens and schools are seeing new equipment arrive and installed, electrics upgraded or preliminary works completed in readiness for a refurbishment during the summer holidays. In September 2023 a free school meal will be offered to Years 3 – 6 inclusive. There will be some other												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	major projects going on in schools with additional capital funding that will be communicated by WG in the course of the next few weeks. Big Fresh have also been visiting schools and speaking to Headteachers to discuss the service provision for September.												
CoLR/ALN 005 (ALN/A02 2)	Work in partnership with health and other stakeholders to develop a whole school approach to tackling food poverty in schools and contribute to the Move More Eat Well Plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MD	March 2023	Green (On Track)
CoLR/SPO 06 (SP/A017)	Work in partnership involving pupils, parents and other stakeholders to develop a whole school approach to tackling food poverty in schools and contribute to the Move More Eat Well Plan through schemes such as the Winter of Well-being programme and Reform of the School Day pilot.										MH		
<b>ACTION UPDATE:</b>	<p>Whole area of work is early in development. Some research (via a Survey led by Health) is taking place on what schools are doing in relation to increasing the 'Longer Lunch' breaks.</p> <p>Food and Fun 4 schools taking part – small numbers of Vale schools involved, staffing has proven an issue and slow development in taking this forward. Looking at a 3-year financial commitment from WG to help take this forward. Its envisaged clarity on funding should be Oct/Nov time.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	<p>10 VOG schools are being assisted on creation of the 'Active Travel Plans' and processes. A report of the benefits and impact is being developed and should be presented at DMT when ready.</p> <p>Engagement plan on 'Whole School Approach' to food being developed looking at challenges and barriers. Aiming to do this from September – tested in Llantwit comprehensive, going live on health website.</p> <p>'Free School Meal' offer under development in all Vale primaries. Looking at how and when the universal offer may be developed further.</p> <p>Food Related Training – A Communications plan is underdevelopment and will promote the roll out of the 'Food Benefits Awareness' session to school staff i.e. using any contacts, networks, meetings and other platforms to ensure as many school-based staff are aware of the schemes available to support families in/or at risk of food poverty.</p> <p>The digital resource is currently with translation with the aim of getting this launched over the Summer, and then a big school push mid-Sept once the schools have returned. "</p> <p>As a Local Authority, we submitted a successful bid as part of Welsh Government's 'reform of the school day' pilot. Out of 13 schools selected from across Wales, five were Barry schools (Pencoedtre, Holton, Cadoxton, Oak Field and Colcot). Working in collaboration, the schools developed a joint timetable and extended their school days to provide additional learning and wellbeing opportunities and activities to vulnerable pupils outside of normal school hours, both before and after the school day. Activities included music, cooking, sport, arts and crafts and pupils were also provided with healthy meals. 420 pupils from 4-year groups participated. Similarly, WG's winter of wellbeing programme allowed schools to provide additional opportunities that children may otherwise have not been able to access.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/HS0 07 (HS/A033)	Continue to operate and develop the Food Pod and Clean Slate scheme in Penarth and further develop the Education Centre and Plastic Bottle Green House at the Margaret Avenue Garden project.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The Food Pod continues to grow in popularity and the team of volunteers is growing.												
CoLR/HS0 08 (HS/A002)	Work in partnership with residents and stakeholders to improve community engagement and encourage behaviour change in relation to reducing food poverty and waste in line with the Climate Change Community conversation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	An area-based approach to community engagement has been developed in Penarth which has been focussed on a number of locally identified priorities, including food, environment and resident engagement. The Food Pod is a key element of this approach and external grant funding has been used to support the expansion of the project. A group of local volunteers are also supported by staff to provide much needed food to vulnerable people but also to engage with residents in a positive way and support them access information and other services. This approach can be rolled out in other areas.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/HR009 (HR/A002)	Take action to address barriers for protected groups, particularly disabled and young people, and create more opportunity for employment within the council.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work was finalised in Q1 to support the Defence Employers Recognition Scheme application; we have now achieved the Gold Award. This ensures that we are supporting the armed forces group and their families in all the Council services including job opportunities. We also recently undertook a project as part of our Insight Cohort, looking at Disability, Recruitment and Working environment which will commence shortly.												
CoLR/HS010 (HS/A007)	Evaluate the outcomes of the Tenant Profiling exercise to improve and better target services to meet individual needs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Final stage of data capture exercise is underway and the final three tenant profilers are due to finish in September 2022. Attempts will have been made to contact all Council tenants. A postal questionnaire is being carried out of all tenants who do not have a telephone number or who have not been contacted by phone.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/ALN 011 (ALN/A01 1)	Support the development and sustainability of the childcare market by building on the findings of the Childcare Sufficiency Assessment.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>Following consultations with stakeholders including parents, childcare providers and partner organisations, a DRAFT Childcare Sufficiency Assessment (CSA) has been prepared and is currently out for public consultation. The document details 7 key actions to take forward. The Action Plan will address and monitor financial support not only for local parents/carers but for the childcare sector to remain a sustainable and viable business. Options of financial support will be communicated through the Family Information Service, Jobcentre Plus (JCP) and PaCE partners. These include Welsh Government initiatives such as the Childcare Offer for Wales, Child Development fund and the 2-year-old childcare funding offer for the childcare sector, universal credit and other sources via JCP and PaCE. The local authority will also seek to roll out a series of grants to support childcare providers from the autumn term 2022.</p> <p>Local Authority officers will continue to work in partnership with the childcare sector regarding their ability to offer more opportunities for flexible childcare; increase childcare places for extension to Childcare Offer for Wales and 2-year-old funding including increasing Welsh Medium childcare and support for children with additional learning needs. Retention within the current childcare workforce and recruitment of new staff continues to be a challenge. Local Authority officers will continue to support the sector by working in partnership with providers and key stakeholders including local secondary schools, Further Education establishments and training partners as part of their ongoing commitment.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/ALN 012 (ALN/A02 1)	Implement the new Welsh Government Employability Strategy to ensure that employability provision meets the future needs of young people and adults in the Vale of Glamorgan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>The employability team are implementing several actions to contribute to 4 of the 5 key areas noted by Welsh Government.</p> <p>Young people realising their potential – Through Welsh Government’s G Communities for Work (CfW) funds the Young Peoples Guarantee (YPG) is being used locally and regionally to explore what this new requirement will look like. A plan was submitted to the Welsh Government and accepted and focusses on a current model to a future model. A regional (CCR) group is having regular workshops has been set up to explore how this fits with the requirements of the Engagement and Progression Framework and the commitments on the Youth Service. At a local level work continues with partners like Careers Wales and Working Wales to see how this can progress.</p> <p>A small plan has been put in place to take forward a kickstart modelled programme and work has started to take that forward. Tackling economic inequality: CfW team have two nominated officers to act as Disabled Peoples Employment Champions, promoting and influencing employers and providers who are seeking to employ disabled people. They also act as an information source for the rest of the team.</p> <p>A proposal within the Shared Prosperity Bid is also seeking to develop a small team to support disabled individuals into a supported employment placement. This work also fits the key objective of Supporting people with a long-term health condition, in addition other parts of the SPF proposal will also aim to offer wellbeing support and volunteering opportunities to aid people into employability provision.</p>												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	Nurturing a learning for life culture; The team continue with a joined-up approach with ACL putting in place a raft of courses at various levels to support people on their journey to employment.												
CoLR/SPO 13 (SP/A016)	Work with others to support employment and the development of skills for the future including the delivery of initiatives such as Inspire to Work (I2W) and Inspire to Achieve (I2A), with a focus on prevention (i.e. those at risk of becoming NEET/ those classed as NEETs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MD/RJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Youth Service has been reshaped to create a pre16 programme aimed at working with those most vulnerable and on a preventative scale. The project will use the early identification toolkit data within schools to identify those needing support and aimed at engaging them in school and improving attendance and attainment. This will support the skills within those learners and support the Cap 9 whilst developing wider skills for post16 options. As above models change for employability we will only monitor and track Tier 0/1 (unknown) young people and support them to transition and reach post16 services.												
CoLR/SLO 14 (SL/A014)	Work with others including key businesses to support training, employment and the development of skills for the future through opportunities via the 21 <sup>st</sup> Century Schools	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	and the Council's Kick Start Apprenticeships programmes.												
<b>ACTION UPDATE:</b>	Planned construction employment events with C4W continue as part of the ongoing projects. The programme team will continue to work with C4W to develop a series of construction themed events targeted at job seekers. Events have included a construction preparedness digital workshop, site tours and mentoring sessions. Contractors continue to work with C4W to develop better links with supplier preferred agencies so the process is easier to inform service users when opportunities arise. Project team attending event on 13 July 2022 to promote programme projects and involve local businesses in programme.												
CoLR/HR015 (HR/A012)	Build on good relationships with local education establishments (such as Cardiff University & Cardiff and Vale College) as well as independent Apprenticeship providers to expand the Council's Apprenticeship scheme offer, with a particular focus on underrepresented groups and 16–24-year-olds.	✓	✓	✓	✓		✓	✓	✓	✓	GW	March 2023	N/A

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Work will commence in Q2 / Q3												
CoLR/HS0 16 (HS/A011)	Enhance people's skills and readiness for work through community investment opportunities including the Council housebuilding programme and Supporting People Scheme.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Provision within the contracts for new Council house building contracts, creates opportunities for work experience and apprenticeships. These opportunities are matched to local people via the Community Investment team and are targeted towards those individuals participating in employability initiatives.												
CoLR/FS0 17 (FS/A016)	Work across the Council and with partners to support residents regarding changes to the welfare system that are rolled out.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	The Benefit's team provide advice to residents via telephone, face to face and via the Council's website. Additional advice has been provided to residents on the various Welsh Government initiatives, such as, Winter Fuel payments and Self-Isolation payments in order to maximise entitlement to benefits.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/FSO 18 (FS/A003)	Continue to signpost applicants to enable them to fully access support on the digital service for UC applications.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB/PR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The Council's 'Vale Heroes' project team continue to meet to introduce new initiatives to ensure customers can access the advice and information required to support customers with their Housing Needs.												
CoLR/SRS 019 (SRS/A009 )	Work in partnership to safeguard the vulnerable to ensure that children are protected from harmful substances and products, older people are protected from rogue traders and scams and vulnerable people are not subject to exploitation, slavery and exploitation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	CH/JB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	In Q1 representative of the CS TS team participated in The Smoking and Children & Young People's Action Plan for Cardiff and Vale. The purpose of the group is for partners in Cardiff and Vale to work together to reduce children and young people's smoking uptake and prevalence; exposure to second hand smoke and smoking related harms.  Links were established with the liaison officer for Gang masters and Labour Abuse Authority so that SRS has greater awareness of the Authority and reporting mechanisms.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	Training for hairdressers is being developed so that they know what to look out for when their clients tell them of incidents/scams and who they can call/refer to if they do have concerns for their clients etc. Goodie bags/envelopes with stickers, grab cards and letter describing scams, rogue trading and doorstep crime issues will be left with the hairdresser so they can give them to their older/vulnerable clientele.												
CoLR/SRS 020 (SRS/A012)	Support victims of illegal money lending to access debt advice, rebuild their finances and make a sustainable transition to legal credit and carry out enforcement to remove loan sharks from communities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	JB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Website update and brand relaunch progressing with a view to supporting victims, particularly in light of the cost-of-living crisis and post covid economy. A digital campaign is progress with Credit Union Wales focussing on social media messaging and blogs throughout the campaign to highlight the dangers of borrowing from illegal money lenders.												
CoLR/HS0 21 (HS/A012)	Provide residents with advice, support and information on a range of issues including housing, debt, fuel poverty, benefits, employment, and training through services including the One Stop Shop and money advice team.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	The One Stop shop continues to provide assistance to residents regarding a wide range of issues, including health, debt, rehousing, benefits and employment. The short. Focussed interventions are having positive outcomes and assisting large numbers of vulnerable people. Following the end of the Covid restrictions it has been possible to increase face to face advice sessions and there are plans in place to link with partners to expand the range of services offered. There are also plans to formally launch the service to increase awareness amongst members of the public, including difficult to reach groups.												
CoLR/NS022 (NS/A020)	Work in partnership to facilitate and promote inclusive opportunities for leisure, play and sports development with a particular focus on tackling inequalities, working with groups/in areas with low participation rates.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DK/KD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The 2022 edition of the Summer of Fun has focused on providing a wide range of inclusive activities that tackle inequalities. A wider geographical spread, designed to address some of the issues raised in the first year of this scheme that was organised at very short notice.												
CoLR/NS023 (NS/A022)	Work in partnership to deliver a comprehensive play programme that improves the well-being of children and their families.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DK/KD	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	The Council's play programme, that continued to provide support to essential users throughout the pandemic, is now fully operational with extensive schemes being delivered in the school holidays.												
CoLR/HS0 24 (HS/A013)	Develop a new Community Investment Strategy to improve quality of life for tenants on Council housing estates to include anti-poverty initiatives, digital inclusion and community garden/growing projects.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	A draft CI Strategy is being drafted to drive further development in CI initiatives and interventions. The new strategy will build on the progress achieved during the last 6 years and take account of arising trends and best practise. Resident consultation is also underway to ensure that local people have an opportunity to feed into the priorities identified.												
CoLR/HS0 25 (HS/A014)	Develop a local volunteering scheme proposal for residents of the Vale based on the existing Time banking model.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	<b>Green (On Track)</b>

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	A new scheme called 'Value in the Vale' has been developed, to incentive local volunteering in the Vale. The scheme links volunteering opportunities to local businesses. A dedicated website will underpin the scheme and allow people to redeem 'credits' at local outlets.												
CoLR/RMS 026 (RMS/A01 5)	Deliver and implement of the regional strategy for unpaid carers.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	NJ/NH	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Draft charter has been produced, with project timeline being overseen by the Regional Carers Partnership Board												
CoLR/RMS 027 (RMS/A03 0)	Support the offer of innovative respite opportunities for unpaid carers.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	NJ/NH	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Opportunities for funding and types of respite for unpaid carers being explored. Voucher scheme for unpaid carers to access a range of community activities will be accessible from September 2022.												
CoLR/RMS 028 (RMS/A02 9)	Pilot a project to reduce social isolation and loneliness and develop an age friendly community in the Western Vale.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	LC/TBowring	March 2023	<b>Green (On Track)</b>



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Annual report completed. Meeting with Welsh Government planned to summarise the outcomes at the end of year review on the 5th July. Next year's funding still to be confirmed.												
CoLR/HS029 (HS/A023)	Maximise the supply of Council rented accommodation by completing schemes at Hayes Road, Barry and St Cyres Road, Penarth and commence development of over 130 new Council Homes at 5 sites across the Vale of Glamorgan including Barry, Penarth and the rural Vale.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/AF	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Starts on site achieved at Hayeswood Road, Barry (53 units) and St Cyres Road, Penarth (14 units). Contracts to be signed for Coldbrook Road East, Barry (20 units) and Colcot Clinic, Barry (12 units) with immense start on site. Holm View Phase 2, Barry (31 units) and Maes y Ffynnon, Bonvilston (8 units) awaiting Planning decision.												
CoLR/RP030 (RP/A024)	Increase the supply of good quality, accessible and affordable housing by maximising opportunities through the planning system and by working in partnership with housing colleagues.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG	March 2023	<b>Green (On Track)</b>

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Out of the 106 dwellings approved during Q1 54 were affordable (51%). Securing off-site affordable housing monies in line with policy. Regular support provided to housing colleagues regarding council house schemes including Holm View and Myrtle Crescent. Continued application of robust affordable housing policies and negotiating with developers to secure 30-40% of affordable housing as applicable. Major affordable housing developments approved at Coldbrook Road East and Former Cowbridge Girls School.												
CoLR/HS0 31 (HS/A024)	Implement a five-year Local Housing strategy to address housing need and reduce homelessness and to increase the supply of good quality, accessible and affordable housing.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	LHS is in place to cover period up to 2026. Delivery of objectives is on target and monitored by the OHF.												
CoLR/HS0 32 (HS/A025)	Expand the provision of Council managed hostel/temporary accommodation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	A potential property has been identified and negotiations are underway with vendor. In addition, a planning application has been made for conversion of the existing building into self-contained units for homeless households.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/SP0 33 (SP/A019)	Work with partners to identify and deliver effective interventions for young people at risk of homelessness.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MH	March 2023	Green (On Track)
CoLR/HS0 34 (HS/A026)	Work with partners to reduce homelessness and implement a Housing Support Programme Strategy and Homelessness Prevention Plan ensuring equality of access to services.										MI/NJ		
<b>ACTION UPDATE:</b>	<p>The Youth Homelessness project is working closely with schools on a preventative measure to support learners, this is in close contact with Llamau and Vale of Glamorgan Housing who deliver programmes for families at risk of homelessness. We are working collaboratively with Llamau Emphasis workers on cases where there is transition into post16 and possible tenancy or supported accommodation may be required. The project is on target for the WG grant funding it sits within.</p> <p>HS/A026- A range of actions are being progressed in line with the HSP action plan. These include recruitment of dedicated Rapid Rehousing Officer to work with households in temporary accommodation and expedite their move on to more permanent forms of accommodation. The RRO will work alongside existing support workers at the hotels.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/HS035 (HS/A027)	Maximise the Homelessness Prevention grant fund to support people in temporary accommodation and address longer term housing needs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Award letter has been received from WG. 2022/23 allocation includes an allowance for a new Strategy Coordinator role (which will be recruited shortly). Additional funding of £190k awarded to support prevention activities during 22/23 but grant allocation has been reduced to reflect the longer-term funding of B&B at HIE.												
CoLR/HS036 (HS/A031)	Continue to invest in our housing stock and improve thermal efficiency by maximising the performance of the existing components and materials of our homes and looking at alternative fuel supplies to support carbon reduction and reduce fuel poverty.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/AF	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The delivery of ORP1 is now providing results on the benefits provided by carbon neutral heating systems. This is being reviewed to enable a longer-term strategy to be developed. In addition work has commenced on developing a carbon reduction team within the service which will focus on completing Building passports to all Council homes by 2026 as proposed within WHQS2.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/PB0 37 (PB/A006)	Work with partners through the Digital Inclusion Steering Group to address issues of digital inclusion across the Vale.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBowring /TC	March 2023	Red (Slipped)
<b>ACTION UPDATE:</b>	Work has been delayed during Q1 due to resource issues and the steering group has not met during this period. Work is ongoing to make online services as easy as accessible as possible through the Gov Service platform.												
CoLR/PB0 38 (PB/A007)	Co-ordinate council-specific activity with the Vale Heroes group to maximise the impact of digital inclusion focused activity.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBowring /TC	March 2023	Amber (Minor Slippage)
CoLR/PB0 39 (PB/A015)	Co-ordinate council-specific activity with the Vale Heroes group to maximise the availability of appropriate support and signposting to improve the outcomes of citizens and to enhance their wellbeing.										TBowring / HM		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	<p>Vale Heroes group has been focused on responding to the Cost-of-Living Crisis. A telephone service has been created to support those citizens who are unable to access online support services.</p> <p>PB/A015- We have carried out some work with the 50+ forum to promote take up of entitlements, such as pension credits. Work is ongoing to further promote campaigns and signposting linked to the cost of living and older people entitlements.</p>												
CoLR/PB040 (PB/A016)	Work with Adult Services to develop a customer facing service to enable self-referral to universal services available via the Third Sector.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBowring /TC	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	This work is to be completed as part of the Phase 2 of the Gov Service implementation. Utilising Citizens Advice Bureau's Referent system to make referrals to and from council services and will be used to develop a proof of concept to be considered by the Vale Alliance and Wellbeing Matters Steering Groups.												
CoLR/PB041 (PB/A025)  CoLR/FS042 (FS/A010)	<p>Promote the support available under the Armed Forces Covenant.</p> <p>Promote the support available under the Armed Forces Covenant with specific focus on housing and council tax benefits.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBowring /TC  MB	March 2023	<b>Green (On Track)</b>

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	<p>The Council has successfully met the criteria and has been awarded the Defence Employers Recognition Scheme Gold Award. A staff survey has been undertaken to identify staff with a connection with the armed forces family. 33 staff have been identified and further engagement work is planned for Q2. Following the confirmation of the Armed Forces Champion after the Council elections partnerships meetings are being scheduled with external organisations. In addition the Armed Forces Liaison Officer continues to support veterans and armed forces families in the Vale of Glamorgan with a wide range of wellbeing issues.</p> <p>Within the Finance Division all staff are up to date with their Armed Forces training. We continue to disregard all War Pensions and Armed Forces compensation.</p>												
CoLR/PB043 (PB/A037)	Maximise opportunities to signpost citizens to cultural and arts activities designed to enhance their mental health and wellbeing.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBowring /TC	March 2023	<b>Red (Slipped)</b>
<b>ACTION UPDATE:</b>	<p>This work to be started as part of Phase 2 Gov Service implementation, maximising use of electronic communications to cross promote activities within context of the resident's enquiry.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/RP044 (RP/A019)	Identify grant support for businesses and investment in regeneration projects in town centres.	✓	✓	✓	✓	✓	✓	✓	✓	✓	MG/PC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Grant funding programmes for town centres have been included as a priority within Shared Prosperity Fund for later in 22/23. The Council will also be establishing a small maintenance fund for Holton Road businesses to improve Facades etc. Funding has also been identified for Cowbridge to allow a loan product to be launched to support the conversion of longer standing empty properties in the town.												
CoLR/AS045 (AS/A014)	Further development of the sustainable and integrated model for single point of access to Well-being Matters services (via the Contact Centre)	✓	✓	✓	✓	✓	✓	✓	✓	✓	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Secured additional grant funding under the RIF (acceleration) to expand the workforce of the Integrated Wellbeing Matters Service - investment is for health (hosted)positions but will benefit the service we are able to offer citizens and referrers, through expansion of skills and services that we can signpost to. Recruitment to additional posts to be the focus on the next quarter.												
CoLR/ALN046 (ALN/A015)	Utilise the Children and Communities Grant to target interventions to support children, young people and their families ensuring that services respond to demand and have a	✓	✓	✓	✓	✓	✓	✓	✓	✓	MD	March 2023	Green (On Track)



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	positive impact on socio-economic disadvantage and other protected groups.												
<b>ACTION UPDATE:</b>	<p>CCG continues to fund a wide variety of C&amp;YP services. WG extended early help funds for 2022/23 to support early intervention activities. This has supported additional mentoring services for children, a project to support children who have experienced domestic abuse and a family support course for those who have also experienced DV, plus the delivery of a course focussed on families with late diagnoses of ASD.</p> <p>Funding for these projects to continue have been agreed by WG for 2022/23. Both Flying Start and Families First projects also saw staffing increases. All projects continue to report regularly and delivering what is expected.</p> <p>Close working with WG has ensured that connectivity with their future plans continue to complement existing CCG projects/programmes in the LA ensuring no duplication.</p> <p>Childcare Development Fund (CDF) continues to be jointly managed across 2 CCG project leads to ensure it compliments existing childcare services, with a focus on children with developmental delay and learning difficulties.</p> <p>Plans for the role out of the 2-year-old Childcare Fund have been accepted and placements will be initiated from September.</p> <p>The Out of court Disposal has been connected into the shared FF/FS parenting service forming part of/or directly complement existing CCG programme going forward.</p> <p>Monitoring has been ongoing and FF RBA report cards are due early July 2023 and will reflect the progress and impact of services.</p> <p>The Summer of Fun funds have been confirmed and officers have ensured a comprehensive offer for Summer 2022 advertised on the FIS and Council website.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CoLR/SLO 47 (SL/A019)	Collaborate with partners to promote our schools and libraries as community and well-being hubs and increase the diversity of leisure, art and cultural learning opportunities available including digital opportunities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/PS	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>The Vale of Glamorgan has been allocated £910,350 to be invested in delivering Community Focused Schools, to fund practical ways of improving school facilities in order to enable greater community use. This includes providing equipment storage for community groups running extra-curricular activities, improving external lighting in sports areas, and introducing security measures to segregate school and community use areas. The Council used data from the Welsh Index of Multiple Deprivation (WIMD) 2019 to identify schools in areas which have poor access to services. A further desktop review was undertaken which identified 9 schools which had existing facilities which could be improved utilising the available funding. This work will be programmed for completion in quarters 2 and 3.</p> <p>Community libraries ran over 100 events or activities in their libraries in Q1, with a couple of the libraries being particularly active in this regard. In relation to well-being and learning, Dinas Powys ran a regular yoga session, plus weekly breast feeding and weaning groups for new mothers. Wenvoe ran a regular Clwb Clonc for Welsh learners and speakers and they also ran a Silver Foxes group by providing a venue for local men to meet up for a weekly discussion. Main libraries ran over 650 activities, most of them weekly reading related activities but also a range of other activities including digital drop-ins, crochet and knitting groups, colouring and puzzle activities for adults, coffee mornings, Caffi Cymraeg and a FAN group. All library activities bring people together and aid feelings of connectedness and community, all of which is positive for wellbeing.</p>												

Appendix 9 Corporate Risk 9: Public Buildings Compliance

<b>1 – Risk Overview</b>	
<b>1.1 Risk Description</b>	<p>Public Buildings Compliance relates to our responsibilities and duties as a public organisation for ensuring that all our assets are satisfactorily compliant with all current legislative building requirements. The primary risk associated with public buildings compliance is that we fail to comply with our statutory responsibilities for ensuring the health, safety and welfare of both staff and the public when using our premises.</p> <p>The Health and Safety at Work Act 1974 places specific duties on managers in the control of buildings to ensure; employees, building users and other members of the public do not come into harm whilst using the building. Over the years, this act has been supplemented by a number of supporting regulations to ensure the safe management of, electricity, gas, asbestos, legionella, fire, lifts, etc. These duties cannot be discharged to third parties and it is the premises manager/duty-holder that is ultimately responsible for managing the risks and discharging the requirements of all the regulations associated with the building.</p> <p>Whilst the legal duty to manage a building’s compliance does not in all cases sit directly with the Council’s Client Teams, for example: for Schools where the duty holder would be the Head teacher, the Council has a vicarious responsibility to ensure the protection of all users of its corporate buildings. There will also be cases whereas a Council we externally commission services to be delivered by a Third Party. Although we are not the responsible Premises Manager/Owner of these sites, we do hold a reputational stake in ensuring that our reputation is protected. Therefore, we need to assure that there are suitable processes and procedures in place to both establish the extent of the risks that the Council is exposed to and how those risks are being effectively managed. Equally issues around leasehold and service agreements also need to be considered in terms of any potential risk implications this has the Council where we have a vested interest in the building where services are being operated from. E.g. Community Libraries.</p> <p>During September 2017, a report was tabled at the Council’s Corporate Management Team and it was agreed a major review would be undertaken of the Council’s current management of compliance arrangements, led by the Director of Environment and Housing.</p> <p>The arrangements for the management of compliance and specifically the ‘compliance data’ for the Council’s Corporate Building Stock has significantly improved and work continues to control identified gaps in compliance. Data on compliance of our corporate buildings was not previously held centrally, and this has been a matter of concern raised by the Wales Audit Office in a recent review and was subsequently identified as a proposal for improvement in the Council’s Corporate Assessment. In response to these concerns it was agreed to manage corporate compliance through a central team.</p>
<b>1.2 Risk Owner</b>	<b>Director of Environment and Housing (MP)</b>

1.3 Alignment with Well-being Goals						
A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
Yes	No	Yes	Yes	No	No	No

1.3 Risk Categories		
Categories	Yes/No	Definition
<b>Political &amp; Legislative</b>	Yes	Political and legislative repercussions of failing to ensure the Council owned corporate buildings are not compliant with current duties/requirements as part of the Health and Safety at Work Act 1974.
<b>Resources</b>	Yes	<p>Limited availability of accurate and up to date compliance data in relation to both Council-owned assets and Third-Party provision results in the Council not being able to meet its building compliance obligations.</p> <p>Budgetary pressures impacting on the availability of asset renewal funding will impact on how the Council prioritises and meets its building compliance obligations.</p> <p>Failure to adopt a strategic approach to the management of building compliance in relation to our existing Council-owned assets.</p> <p>Insufficient resources available to effectively, monitor, prioritise and project manage completion of building compliance work.</p>
<b>Service Delivery and Wellbeing</b>	Yes	<p>Failure to fully deliver our building compliance responsibilities.</p> <p>Failure to put in place adequate quality assurance mechanisms to assure the Council the Third-Party providers and Schools are effectively managing any building compliance issues and associated risks.</p> <p>Failure to safeguard the wellbeing of our service users/residents/pupils in Council-owned assets and other associated public buildings as a result of an incident arising from non-compliance.</p> <p>Inability to sustain service delivery/business continuity from premises as a result of an incident associated with non-compliance.</p>
<b>Reputation</b>	Yes	<p>Erosion of public confidence and trust in the Council as a result of a compliance failure which would damage its reputation and attract negative criticism from Welsh Government our regulators.</p> <p>Reputational risk of failing to address/monitor compliance in any buildings where the Council has a vested interest/stake in the premises and/or the services that are being delivered.</p>

## 2 – Risk Evaluation

2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Service Delivery &amp; Well-being</b>	3 (Probable)	4 (Catastrophic)	<b>12 (High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>3 (Probable)</b>	<b>3 (High)</b>	<b>9 (Medium/High)</b>

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact Score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>Regular reporting of progress/updates via Insight Board, CMT and Schools Operational Investment Board.</li> <li>Regular operational meetings with project team.</li> <li>Monthly reporting to the School Investment Operational Board on compliance status.</li> <li>Monthly compliance review meetings within Social Services Directorate to consider and review any compliance issues.</li> <li>Effective monitoring of compliance in relation to schools. Regular updates continue to be received and are having the required impact with schools. This is operating well and being monitored effectively by the School Investment Operational Board. Monthly reporting received by the Learning and Skills Directorate via the School Investment Operational Board on compliance status.</li> </ul>	2	2	4
<b>Resources</b>	<ul style="list-style-type: none"> <li>Successful appointment of a Compliance Officer and two administrators.</li> <li>Building Compliance Service is fully funded through central recharges and fee recovery on additional work delivery</li> <li>Effective mechanism for the collection of compliance data from schools.</li> <li>Process/mechanism established for the collection/reporting of data from Schools.</li> </ul>	3	2	6

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact Score	Total Score
	<ul style="list-style-type: none"> <li>• Service is now fully funded through central recharges and fee recovery on additional work delivery.</li> <li>• Ongoing work continues to review and collate compliance data and information. A compliance system is in place to ensure that our compliance knowledge is maintained and up to date. We manage the asset record and the data to support it.</li> <li>• IPF database has been populated and relevant paperwork scanned onto the system.</li> <li>• A report has been developed to identify the status of each site and provide alerts where certificates are about to expire. Individual directorates are now receiving updates on the compliance status of their service area. Service Managers are now working well with the team to provide timely certification and reports to support their individual compliance actions.</li> <li>• Schools who have signed up to an agreement with us and are charged a 'minder's fee' for compliance. Any school not signed up to this are subject to regular monitoring visits.</li> <li>• Effective Monitoring of building compliance within Schools. Raised awareness with Premises Managers of compliance risks.</li> <li>• Regular compliance updates provided to School Investment Operational Board (SIOB).</li> <li>• Building compliance arrangements in relation to our Social Services buildings is in place and compliance status up to date.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>• Site visits are conducted on all school sites and corporate (Council owned) assets where Corporate Compliance team have been engaged.</li> <li>• IPF database is fully populated and documentation is entered onto the system to capture compliance evidence/information with service dates being updated at the same time. Individual site managers are provided regular updates on compliance position with advance notification of certificate expiry. All building managers, schools, corporate H&amp;S and compliance all have access to the system.</li> </ul>	1	2	4

<b>2.2 Controlling Inherent Risk</b>				
<b>Category</b>	<b>Current Controls</b>	<b>Effectiveness of controls</b>		
		<b>Likelihood Score</b>	<b>Impact Score</b>	<b>Total Score</b>
	<ul style="list-style-type: none"> <li>• Officers are working with individual sites to address any issues which have been identified during the visits.</li> <li>• Regular reminders sent to duty holders of premises for up and coming services/inspections.</li> <li>• Inventory for Social Services assets has now been completed to provide full picture of compliance in relation to Social Services.</li> <li>• Monitor corporate building compliance within schools. Schools have welcomed and engaged with the second cycle of visits. Operating these site visits has enabled us to develop a good understanding and picture of compliance across schools in the Vale of Glamorgan.</li> <li>• Regular and up to date reporting with respect to the position of building compliance in relation to the Learning &amp; Skills Directorate's building assets (including schools). It is reviewed monthly at School Investment Operational Board.</li> <li>• The nature of the Covid risk has reduced Covid risk to a level where control measures in most environments are no longer necessary. However, individual management plans may still be necessary for some vulnerable individuals. This has now reduced the likelihood of critical infection transmission.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>• The response from schools and other sites has been very well received and better than expected.</li> </ul>	2	2	4
<b>Overall Effectiveness of controls</b>		<b>2</b>	<b>2</b>	<b>4</b>

CR9: Public Buildings Compliance

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	2	2	4	2	2	4		
Resources	3	3	9	3	2	6	1	2	2		
Service Delivery & Well-being	3	4	12	2	2	2	1	2	2		
Reputation	3	3	9	2	2	4	2	2	4		
<b>Average risk score/ direction of travel</b>	3	3	<b>9</b>	2	2	<b>4</b>	2	2	<b>4 (Medium)</b>		



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
BCR/FS001	Continue to support the monitoring of corporate building compliance data including supporting managers to use the CIPFA (IPF) asset management system to record asset information.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB/LC	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	Work remains ongoing in relation to this area.												
BCR/HS002	Monitor corporate building compliance corporately including schools and raise awareness with premises Managers of any compliance risks.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/AT	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	Annual inspections continue across all school sites and corporate premises												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
BCR/NS003	Undertake regular public buildings inspections to ensure we meet our building compliance responsibilities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ER	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	Regular building audits continue to progress on an annual basis. There are various shortfalls within each site which are raised with the individual site manager and service manager. There are currently some gaps relating to asbestos management plans within schools which will need to be addressed and an action plan is currently being developed to improve this areas of the service.												
BCR/RP004	Work with landlords to ensure that buildings are safe for occupation and fit for purpose, with special attention being paid to the Vale Enterprise Centre and its long-term future. <i>Vacant space will not be leased unless it is compliant.</i>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG	March 2023	GREEN (Completed)
<b>ACTION UPDATE:</b>	No further lettings are taking place within the Vale Enterprise Centre. Council is working to minimise risks associated with this leased property and ultimately terminate the lease.												
BCR/SL005	Maintain and report an up-to-date position with respect to building compliance in	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBaker	March 2023	GREEN (On Track)

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term				
	relation to the Learning & Skills Directorate's building assets and within schools.													
<b>ACTION UPDATE:</b>	The Compliance manager attends the monthly School Investment Operational Board which the Compliance manager providing an up-to-date record of compliance and raise any schools of concern. In the rare occasion where compliance documentation is out of date, an escalation process is in place to address this													
BCR/SL006	Undertake an assessment of CO <sub>2</sub> (in relation to classroom ventilation) across our education estate in response to COVID and progress capital works where appropriate to mitigate areas of high readings with funding from Welsh Government.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Baker	March 2023	<b>GREEN (On Track)</b>	
<b>ACTION UPDATE:</b>	The CO2 monitors supplied by the Welsh Government to education settings are a tool to assist education providers in the management of ventilation. School have been reporting on the use of CO2 monitors this quarter. In addition, they are required to notify the Council of any high readings so that they can be investigated and addressed. Property team have also been trailing air purifiers to see what effect they have.													

Appendix 10 Corporate Risk 10: Safeguarding

1 – Risk Overview	
1.1 Risk Description	<p>The Council has produced a Corporate Safeguarding policy including the Safer Recruitment Policy, the Staff Supervision Policy and the Referral of Safeguarding Concerns procedure. These policies and procedures are in place to ensure the Council meets its safeguarding responsibilities in relation to the protection of children, young people and adults at risk by ensuring that recruiting managers comply with pre-employment DBS and reference checks and once in post, employees are supervised in terms of their practice with people considered to be ‘at risk’. The Council will also have a responsibility to comply with the Wales Safeguarding procedures when they are launched in November 2019.</p> <p>The Provider Performance Protocol provides a framework for escalating concerns about safeguarding issues and the impact on vulnerable people arising within care homes and other relevant commissioned services. Should these procedures not be followed there could a risk of injury or harm to individuals. Injury or harm could also lead to financial loss to the council in terms of compensation claims and reputational damage to the council, leading to a loss of public confidence in key services. The likelihood of this risk occurring increases if policies and procedures are not frequently reviewed and updated, or if compliance with these policies is not fully implemented across the council. Therefore, the overarching risk is that corporate safeguarding procedures may not be sufficient, followed, or are ineffective.</p> <p>Of huge concern is the impact that the pandemic will have on children and young people at risk of abuse and or child sexual exploitation. During the pandemic, children may be at a higher risk as traditional face to face contacts with statutory services such as teachers, health care professionals, which help mitigate and respond to any emerging risks have been reduced. Although, services have adapted their processes to operate digitally, it does not replace the benefit of regular face to face contact when it comes to safeguarding matters. The pandemic has heightened our awareness of the ‘Duty to Report’ and we have undertaken a Facebook campaign to enhance the public’s awareness of Social Services and the ‘101 telephone number’ to report any concerns about the safety/welfare of children, young people and adults. The concern is that the impact of COVID-19 and the associated restrictions will contribute to a surge in demand for our children and young people services.</p>
1.2 Risk Owner	<b>Director of Social Services (Lance Carver)</b>

1.3 Impact on our contribution to the Wellbeing Goals						
A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
No	No	No	Yes	Yes	Yes	No

1.4 Risk Categories		
Categories	Yes/No	Definition
<b>Political &amp; Legislative</b>	Yes	<p>The Council is unable to meet statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse. Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.</p> <p>Political and legislative repercussions of failing to meet the requirements of key legislation and the Wales Safeguarding procedures which could lead to litigation and/or political instability.</p> <p>Inability to implement safeguarding requirements of the Social Services and Well-being (Wales) Act 2014.</p> <p>Our Corporate Safeguarding procedures are insufficient, not followed or are ineffective.</p> <p>Risk of judicial review as a result of insufficient capacity in care settings to deliver services that effectively meet the identified care and support needs of service users.</p>
<b>Resources</b>	Yes	<p>Recruiting managers are not sufficiently trained to apply the relevant safeguarding procedures resulting in these procedures being breached.</p> <p>Inability to provide levels of training for staff or independent sector to ensure quality of care for citizens provided by Council.</p> <p>Failure to safeguard vulnerable groups as a result of recruiting unsuitable staff.</p> <p>Impact of workforce capacity to safeguard adults and children and young people, as a result of recruitment and retention difficulties.</p> <p>Failure to have suitable information sharing mechanisms in place to ensure safeguarding concerns are reported to the right people at the right time.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Insufficient operational staff capacity to ensure timely assessments and risk management plans are completed.</p> <p>Increase in numbers and complexity of care proceedings in the context of reduced court timescales impacting on court costs, Social Worker caseloads and ensuring that other cases receive the attention they require.</p> <p>Availability of other partners to support the preventative services agenda.</p> <p>Ability to fully operate preventative/early family help services e.g. Families First/Flying Start services may be undermined by impact of COVID-19 and the strain this puts on our resources. This in turn could detrimentally impact on our opportunities to engage with children and their families at an early stage.</p> <p>Failure to effectively support and safeguard the most vulnerable in society who have been advised to isolate within their own homes for 12 weeks as per government guidance. Poorly co-ordinated support networks could result in our most vulnerable citizens unable to access essential supplies and medicines if they have little or no social networks they can rely on.</p>
<b><i>Service Delivery and Wellbeing</i></b>	Yes	<p>Care homes may be embargoed or closed down due to concerns which have not been resolved through the Provider Performance process, resulting in disruption to the living arrangements of adults.</p> <p>Domiciliary care providers are unable to provide a high-quality standard of service to our residents.</p> <p>Failure to put in place appropriate safeguards and follow the Wales Safeguarding Procedures for children, young people and adults at risk resulting in potential harm/injury.</p> <p>Increased incidences of family abuse, neglect and domestic violence, places increased pressure on our safeguarding services. This combined with the social distancing measures challenges how we operate our services and safeguard children, young people, and adults at risk.</p>
<b><i>Reputation</i></b>	Yes	<p>The erosion of public confidence and trust in the Council as a result of a safeguarding incident would damage the reputation of the Council and attract negative criticism from our regulators.</p>

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	2 (Possible)	3 (High)	<b>6 (Medium)</b>
<b>Resources</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Service Delivery &amp; Well-being</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>3 (Probable)</b>	<b>3 (High)</b>	<b>9 (Medium/High)</b>

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>• Ongoing review of the Wales Safeguarding Procedures Management Group and contribute to national developments.</li> <li>• Implement and embed new Wales Safeguarding Procedures</li> <li>• Build and develop on the Regional Safeguarding Boards model.</li> <li>• Work with the Regional Safeguarding Boards, the Council's Corporate Safeguarding Steering Group and schools to deliver our safeguarding responsibilities.</li> <li>• We have contributed to developing the priorities outlined in the Regional Safeguarding Board's Annual plan.</li> </ul>	3	2	6

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Established a corporate-wide policy on safeguarding covering all council services that provides a clear strategic direction and clear lines of accountability across the council.</li> <li>Six monthly reporting to Cabinet of application of the safer recruitment policy and corporate safeguarding arrangements.</li> <li>The Corporate Safeguarding Group (CSG) meet quarterly and they have developed a work plan to help monitor the implementation of the Corporate Safeguarding Policy. Regular compliance monitoring received by group. A designated safeguarding page has been designed which will hold all the details of the CSG policy, personnel with links to relevant policy/procedures and other guidance to support safeguarding practice and awareness.</li> <li>On-going regular CSG meetings taking place which a review of the action plan. A smaller task and finish group has been developed to concentrate on specific actions within directorates across the local authority. Progress on the action plan and the CSG remit is reported annually to each cabinet and scrutiny committee.</li> <li>Child Practice Review and Adult Practice Review Sub-groups are well established. On an ongoing basis, thematic learning from these and associated reviews are collated and presented to the Safeguarding Board to inform the work programme of the Safeguarding Board sub-groups.</li> <li>SRS- Audit recommendations have been mainstreamed into the core business of the SRS Management Board. Evidence of progress against the recommendations is presented to the Joint Committee through the quarterly update reports.</li> </ul>			
<b>Resources</b>	<ul style="list-style-type: none"> <li>Safer Recruitment Policy is in place to ensure safeguarding checks are carried out on staff working with the public and vulnerable people. All schools in the Vale</li> </ul>	2	2	4













2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>of Glamorgan have also adopted the policy.</p> <ul style="list-style-type: none"> <li>• The Council's Duty to Report Safeguarding Concerns procedure is in place to provide employees with guidance on how to refer vulnerable people about whom they have concerns to Social Services/C1V.</li> <li>• Staff supervision policy in place for Social Services to regularly monitor quality of practice of those working with vulnerable people.</li> <li>• All elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding. For staff there is mandatory safeguarding training on Regional Safeguarding Board training, safer recruitment training given through mandatory recruitment and selection course; e-learning module in relation to safeguarding children.</li> <li>• Regarding safer recruitment, an escalation process has been put into place to challenge schools that fail to conform to current policy.</li> <li>• The application of the Safer Recruitment policy continues to be promoted within Service areas and is monitored on an ongoing basis, with reports to Cabinet and the relevant Scrutiny Committee on a six-monthly basis. The Safer Recruitment policy has been adopted in all schools within the Vale of Glamorgan.</li> <li>• We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements.</li> <li>• Launched a new Safeguarding hotline to support staff to have a single point of contact to report any concerns they have regarding the wellbeing of an adult or a child and fulfil the Duty to Report.</li> </ul>			

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Staff continue to be supported via training sessions to ensure all staff are trained in the four core modules of the new Act.</li> <li>The Regional safeguarding board has facilitated the opportunity to attend updated APSO training for nominated adult services staff. This training has enabled designated personnel to maintain their requirement for annual training. The Welsh Community Care Information System (WCCIS) has streamlined the adult safeguarding process in terms of recording enquiries and decision making within 7 days.</li> <li>The iDev mandatory module for Safeguarding was rolled out to all Vale of Glamorgan employees in November 2017.</li> <li>Data linked to CSE is collated on a monthly basis and is reported through annual reporting. The Regional Safeguarding Children's Board has recently piloted a 'deep dive' case audit using the CEF tool and findings from this audit will be considered and how to implement within the local authority. Recommendations from this audit have been presented to the Business Planning Group of the Regional Safeguarding Board.</li> <li>The new Wales Safeguarding Procedures were launched in November 2019, led by Cardiff &amp; Vale Safeguarding Board with the chair of the Project Board being the Director of Social Services from the Vale of Glamorgan. These national procedures will be formally adopted and then implemented by regional safeguarding boards by March 2020.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>Provider Performance Protocol procedures are embedded in relation to the managing of commissioned services.</li> <li>Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action.</li> <li>Obtain the views of children and adults at risk/their families and implement protocols in respect of abuse and neglect</li> </ul>	2	2	4

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>• A Child Sexual Exploitation Strategy has been developed and a Sexual Exploitation Risk Assessment Framework referral process is in place.</li> <li>• Information sharing protocols are in place and used appropriately.</li> <li>• Ongoing implementation of the actions arising from Operation Jasmine with a particular emphasis on bringing together policies and processes and reviewing the escalating Concerns Policy.</li> <li>• The application of the Safer Recruitment policy continues to be promoted within Service areas and is monitored on an ongoing basis, with reports to Cabinet and the relevant Scrutiny Committee on a six-monthly basis. All Schools are compliant with the Safer Recruitment Policy. The process is now fully established and operational but will be subject to continual monitoring and review to ensure full compliance remains showing our commitment to the protection, welfare and safeguarding of children and adults at risk.</li> <li>• Developed a mechanism to utilise learning associated with safeguarding.</li> <li>• CPR/APR/DHR learning is regularly disseminated, mechanisms for sharing within various platforms to be explored.</li> <li>• Good compliance with Safeguarding training.</li> <li>• Staff are following the Wales Safeguarding Procedures and using the App and other resources to inform their practice. Levels 1,2 and 3 training is available to our workforce.</li> <li>• The Wales Safeguarding Procedures are fully embedded within all setting within L&amp;S and schools and staff activity is monitored to ensure compliance by DSP's and safeguarding leads.</li> <li>• CPR/APR/DHR learning is regularly disseminated, mechanisms for sharing within various platforms to be explored.</li> </ul>			

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Regional Exploitation Strategy has been ratified by the Regional Safeguarding Boards.</li> <li>As part of 21<sup>st</sup> Century Schools Investment Programme, safeguarding is a regular agenda item at design team meetings.</li> <li>Policies for school visits and safer recruitment in schools are supported via iDev that has been rolled out to all schools.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>Obtain the views of children and adults at risk /their families and implement protocols in respect of neglect and child sexual exploitation.</li> <li>Information sharing protocols are in place and used appropriately.</li> </ul>	2	2	4
<b>Overall Effectiveness of Controls</b>		<b>2</b>	<b>2</b>	<b>4</b>

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	2	3	6	3	2	6	1	2	2		
Resources	3	3	9	2	2	4	2	2	4		
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4		
Reputation	3	3	9	2	2	4	2	2	4		
<b>Average risk score/ direction of travel</b>	3	3	<b>9</b>	2	2	<b>4</b>	2	2	<b>4 (Medium)</b>		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
SR/RMS001 (RMS/A032)	Deliver the priorities of the <a href="#">Regional Safeguarding Board</a> , ensuring effective arrangements are in place to protect children and adults at risk of neglect, abuse and exploitation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/NJ/ND /AW	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	Regular attendance and contribution to the regional board and associated subgroups that take the lead on progressing the identified priorities.												
SR/RMS002 (RMS/A033)	Implement the Social Services elements of the Corporate Safeguarding Work Plan and work with other directorates to co-ordinate their contribution to delivery of the plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/NJ	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	Annual Reporting and attendance at quarterly CSG Strategic Group and Operational Group.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
SR/RMS003 (RMS/A009)	Implement our quality assurance framework to support the Reshaping programme for Social Services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/NJ	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	New role being developed to support the implementation of Quality Assurance framework. Post will go out to advert Autumn 2022.												
SR/AS004 (AS/A023)  SR/CS005 (CS/A015)  SR/SP006 (SP/A018)  SR/SL007 (SL/A020)  SR/FS008 (FS/A018)  SR/LS009	Contribute to the safeguarding agenda, by delivering elements of the Corporate Safeguarding Group Work Plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC RE MH TBaker MB DM TBowring MG HP MI	March 2023	GREEN (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
(LD/A015) SR/PB010 (PB/A038) SR/RP011 (RP/A023) SR/SRS012 (SRS/A010) SR/HS013 (HS/A016)													
<b>ACTION UPDATE:</b>	<p>Within Children and Young People and Adult Services there is regular review and operational support of the Corporate Safeguarding arrangements. Lead on CSG operational group. WAO audit recommendations revisited to review compliance. Ensure cross-directorate representation and contribution</p> <p>Within Learning &amp; Skills Directorate, All actions and recommendations contained with the Corporate Safeguarding Group Work Plan relevant to Learning &amp;Skills are communicated to the Directorate and school staff via IDEV and face to face training, along with DMT updates and termly DSP forums.</p> <p>Legal and Democratic Services- This work is on-going throughout 2022/2023. The OM of Legal Services attends the Corporate Safeguarding Board meetings and ensures compliance with mandatory safeguarding training via iDev.</p>												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	<p>Within Regeneration &amp; Planning, the Directorate continues to ensure compliance with mandatory safeguarding training via iDev and apply safer recruitment protocols where appropriate.</p> <p>Within Shared Regulatory Services, our actions under the ‘Safeguarding’ strategic theme reflect the alignment of the Service with the corporate safeguarding arrangements of the three partner authorities.</p> <p>Housing Services-Front-line staff have continued to promote Safeguarding and have attended awareness raising sessions related to Child and Adult Practise reviews during the last 12 months. All front-line staff have received appropriate training and forms part of staff starter induction.</p>												
SR/ALN014 (ALN/A024)	Ensure that all school staff, governors and all central staff have continued access to appropriate safeguarding training via virtual methods and the use of IDev.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD	March 2023	<b>GREEN (On Track)</b>
<b>ACTION UPDATE:</b>	The safeguarding training being delivered to all school and Directorate based DSP/DDSP is running at over 85% compliance. All school-based staff requiring level 1 safeguarding now have access on IDEV and compliance monitoring can be accessed via this portal. School Governor training continues with over 70 school Governors receiving an introduction safeguarding training this year and 47 Governors receiving bespoke Designated Safeguarding Governor training.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
SR/ALN015 (ALN/A25)	Ensure that education services implement the Violence against Women, Domestic Abuse and Sexual Violence Strategy.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	The safeguarding officer for Learning & Skills is heavily committed to the delivery of group 2 VAWDASV training, delivering this with colleagues to school and LA Directorates. L&S are currently undergoing Group 3 'Workplace champion' training to further support the VAWDASV agenda.												
SR/HR016 (HR/A015)	Support the Corporate Safeguarding Group to monitor and challenge compliance with the Council's Safeguarding Policy in line with our responsibilities and contribute to implementation of the Corporate Safeguarding Work Plan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	Work remains ongoing in this area.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
SR/LS017 (LD/A016)	Ensure all staff are up to date with relevant safeguarding training and complete corporate mandatory training on IDEV.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DM	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	This work is on-going throughout 2022/2023. The OM of Legal Services attends the Corporate Safeguarding Board meetings and ensures compliance with mandatory safeguarding training via iDev.												
SR/SRS018 (SRS/A008)	Work in partnership to safeguard the vulnerable to ensure that children are protected from harmful substances and products, older people are protected from rogue traders and scams and vulnerable people are not subject to exploitation, slavery and exploitation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Christina Hill	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	In Q1, a representative of the CS TS team participated in The Smoking and Children & Young People's Action Plan for Cardiff and Vale. The purpose of the group is for partners in Cardiff and Vale to work together to reduce children and young people's smoking uptake and prevalence; exposure to second hand smoke and smoking related harms.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legal	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	<p>Links were established with the liaison officer for Gang masters and Labour Abuse Authority so that SRS has greater awareness of the Authority and reporting mechanisms.</p> <p>Training for hairdressers is being developed so that they know what to look out for when their clients tell them of incidents/scams and who they can call/refer to if they do have concerns for their clients etc. Goodie bags/envelopes with stickers, grab cards and letter describing scams, rogue trading and doorstep crime issues will be left with the hairdresser so they can give them to their older/vulnerable clientele.</p>												
SR/SRS019 (SRS/A012)	Support victims of illegal money lending to access debt advice, rebuild their finances and make a sustainable transition to legal credit and carry out enforcement to remove loan sharks from communities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Jason Bale	March 2023	<b>GREEN (On Track)</b>
<b>ACTION UPDATE:</b>	Website update and brand relaunch progressing with a view to supporting victims, particularly in light of the cost-of-living crisis and post covid economy. A digital campaign is progress with Credit Union Wales focussing on social media messaging and blogs throughout the campaign to highlight the dangers of borrowing from illegal money lenders.												

## Appendix 11 Corporate Risk 11: Integrated Health and Social Care

1 – Risk Overview	
<b>1.1 Risk Description</b>	<p>Adult Services are becoming increasingly integrated with health services in order to provide service users and patients with seamless care arrangements. There is also an emphasis as part of the Social Services Wellbeing Act to focus on looking at integrated ways of working through collaboration. The recommendations arising from the Parliamentary Review of Health and Social Care has further cemented the need for further developing our approach to integrating health and social care services. The Parliamentary review identified that the focus needs to be on ‘empowering individuals to take decisions, tailoring care to the individual’s expressed needs, whilst being more proactive and preventative. The review also emphasised the need for care provision to be ‘seamless’, of high quality and as close to home as possible.</p> <p>Existing HR and IT arrangements may need to be reviewed as organisations work more closely together. The extent and success of the integrated arrangements remain dependent upon partner organisations. The Vale of Glamorgan works predominantly with one health board (C&amp;V UHB) but many service users from the Western Vale receive hospital services outside of the county provided by Cwm Taf Morgannwg. Integration with C&amp;V UHB will be influenced by the extent to which integration is also achieved with Cardiff social care services. We also work in an integrated way with Swansea Bay Health Board to provide wholistic Learning Disability Services. The focus continues to be on accessing funding similar to the former Integrated Care Fund and Transformation Fund in order to further expand and develop our integrated service models.</p> <p>Although, significant strides have been made by the Vale of Glamorgan in relation to integrated health and social care services, there continue to be risks and challenges associated with its delivery. For example, developing a more integrated approach to service provision is likely to propose further challenges with technology, information sharing, staffing structures and governance re policies and financial management. Financial scrutiny will be required to ensure that any risks associated with mandated pooled funding are properly considered. There are also risks associated with the overall sustainability of these new ways of working, given that a significant amount of investment in new ways of working is via Grant funding and therefore short term and finite.</p> <p>These challenges and associated risks have been compounded by the COVID-19 pandemic and the capacity pressures associated with rising levels of demand for our service. Despite this, there has been some opportunities where change has accelerated our approach to how we develop seamless and integrated service provision. Managing increasing customer expectations alongside more complex presentations, when accessing health and social care, at a time when there continues to be high demand for our services will continue to be an ongoing challenge as we manoeuvre our way through the uncertainty and seek to change how we deliver sustainable services in the future.</p> <p>The permission to explore the development of a partnership agreement with C &amp; V UHB and to form the Vale Alliance has been a significant milestone in trying to mitigate these risks, which enabling the teams to</p>

CR11: Integrated Health and Social Care

	<p>have the autonomy to deliver quality services to our citizens and address the populations health and wellbeing needs.</p> <p>In quarter 4, 2021-22, , the Welsh Government have published their Strategic Priorities for Primary Care (SPPC) which includes an Accelerated Cluster Development to further embrace this way of working.</p> <p>This is being worked through but appears to be very similar to the ambition of the Vale Alliance and will therefore add further pace to the wish to embed integrated working across the health and social care pathway with a strong emphasis on working on prevention through the enhanced relationships with our third sector colleagues.</p>
--	--

<b>1.2 Risk Owner</b>	<b>Head of Adult Services (SC)</b>
-----------------------	------------------------------------

1.3 Impact on our contribution to the Wellbeing Goals						
A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
No	No	No	Yes	Yes	Yes	No

1.4 Risk Categories		
Categories	Yes/No	Definition
<b>Political &amp; Legislative</b>	Yes	<p>Concerns regarding the workforce capacity of all partners to further develop the integration of health and social care services across the region. This is particularly pertinent in the context of COVID, as our resources and the resources of our health partners have been reprioritised and redirected to address pressures related to COVID and other unintended consequences of the restrictions such as increased loneliness, reduced wellbeing and delayed access to treatment/services.</p> <p>Failure to put in place effective governance structures to ensure accountability and transparency in decision making which could have a detrimental impact on the ability to integrate health and social care services.</p>
<b>Resources</b>	Yes	<p>Failure to effectively project plan, manage and communicate changes to models of service delivery resulting in delays and/or compromising the quality and delivery of integrated health and social care services.</p> <p>Inability of staff to work effectively across organisational boundaries to deliver the integrated health and social care programme, as a result of capacity of key team members whilst managing operational issues, and lack of experience in managing projects. Collaboration by partners could become increasingly more challenging in light of COVID-19, as we along with our partner organisation seek to focus our resources on our recovery from the pandemic, if we work in silos this may compromise identification of opportunities to deliver services differently and not effectively use resources in a collaborative way. Council staff are supported to effectively work from home</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>and we move towards a hybrid model now that restrictions are lifting, however, our key strategic partners do not have the same opportunity. This furthers the potential for silo working and undermines the partnership/integration if the access to effective IT/digital solutions is not equitable especially within integrated teams/services.</p> <p>Failure of partners to implement the statutorily required integrated IT information system that is accessible to staff across the health and social care organisational boundaries.</p> <p>Failure to agree further pooled funding of integrated health and care services in line with legal frameworks and potential for ineffective scrutiny.</p> <p>Ineffective scrutiny of the utilisation and expenditure of properly pooled budgets.</p> <p>The volatility of grant funding streams impacts on our ability to develop, commission and sustain integrated health and social care services into the longer term due to the short-term and time-limited nature of funding e.g. ICF and Transformation funding. This volatility has been further compounded in the advent of COVID, as it became necessary to redeploy staff to support COVID related work some of which continue to be redeployed within our integrated teams, affecting service development plans and delivery of agreed project outcomes.</p> <p>Capacity to deliver fully integrated service models with existing assets and infrastructure and in line with the University Health Board's 'Shaping our Future Well-being' agenda that will see the development of Well-being Hubs/Health Centres. This is applicable in the context of COVID, when our resources and those of our health partners have been diverted to the frontline. This could potentially impact on our capacity to progress transformation projects including service developments such as implementing the 'Shaping our Future Well-being' Agenda particularly in relation to timelines.</p> <p>Rising demand on our services limiting our capacity and resources to progress the 'integration' agenda and develop and operate services that are seamless, sustainable and resilient to demand.</p> <p>Inability to transform our services and seize opportunities to explore and develop new ways of working to develop services that are fit for the future.</p>
<b>Service Delivery and Wellbeing</b>	Yes	Failure to maintain business continuity and strengthen service resilience as a result of changes made to service delivery models during the transitional period.

CR11: Integrated Health and Social Care

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Failure to put in place appropriate information sharing protocols to support delivery of integrated health and social care services.</p> <p>Disproportionate funding split in relation to partners spending/commissioning of care arrangements impacting on the ability to deliver integrated health and social care services that meet the diverse needs of the community.</p> <p>Poor communication with staff and citizens regarding changes to how services will be delivered could impact on the quality and consistency of service delivery and on the awareness/take up of services.</p> <p>Failure to adequately resource the Customer Contact Centre for dealing with health and social care queries impacting on access to services and waiting times.</p> <p>Use of multiple systems to manage information has inherent risk in supporting people if information is not accurately recorded in a centrally accessible system.</p>
<b>Reputation</b>	Yes	Failure to manage expectations of service delivery as part of the new delivery models impacting on the Council's reputation.

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	2 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Service Delivery &amp; Well-being</b>	2 (Probable)	3 (High)	<b>6 (Medium/High)</b>
<b>Reputation</b>	2 (Probable)	3 (High)	<b>6 (Medium)</b>
<b>Overall Inherent Risk Score</b>	<b>3 (Probable)</b>	<b>3 (High)</b>	<b>9 (Medium/High)</b>

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>Information Sharing Protocols developed and operational.</li> </ul>	2	2	4



2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Integration of Health and Social Care is considered at all levels of the organisation through the leadership group and the strategic implementation group.</li> <li>Arrangements are reviewed through regular reports to Scrutiny Committee Healthy Living and Social Care Committee.</li> <li>Significant changes to structure and staff arrangements are considered by Cabinet.</li> <li>Cabinet Member and Chief Executive are members of the Regional Partnership Board that oversees integration and the work of the Integrated Health and Social Care Partnership, including access to resources for the Regional Integration Fund (RIF)</li> <li>Senior managers are linked into the Dementia Action Groups as appropriate. Head of Adults Services attends the Welsh Government Steering Group - Dementia Oversight and Implementation Group on behalf of all Heads of Adults Services across Wales and more co-opted onto the Learning Disability Ministerial Advisory Group.</li> <li>The exploration of a partnership agreement that will form the basis of the Vale Alliance that seeks to significantly reduce the risk once in place.</li> </ul>			
<b>Resources</b>	<ul style="list-style-type: none"> <li>Financial authorisation and management of disputes processes are in place with Cardiff and Vale University Health Board.</li> <li>Developed the ability to view both database systems via Vale IT.</li> <li>Implemented WCCIS within the Vale of Glamorgan Council</li> <li>IT issues are escalated to Operational Manager for IT and Contact Centre issues are escalated to Head of Performance and Development.</li> <li>Regional Commissioning Board meets regularly to progress work for pooled arrangements.</li> <li>Progression of the '@home' locality programme has reinvigorated the plans to develop a Vale Alliance, and within it to progress the Access Workstream to improve our front door services under the name 'Wellbeing Matters Service' which</li> </ul>	1	1	1

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>is an enhanced Single Point of Access for all referrers and the public.</p> <ul style="list-style-type: none"> <li>We have reopened Ty Jenner following closure due to the pandemic, so health and social care staff are now co-located. Currently our District Nursing teams are not located in the building now due to resilience matters within the community nursing teams, but this is intended to be short-lived whilst in the recovery phase from the pandemic.</li> <li>We have invested in the Locality structure and explored the development of a Vale Alliance to strengthen integration and to provide capacity and strategic leadership, formally acknowledged through the development of a partnership agreement that will be presented to Cabinet and Scrutiny committee in due course for consideration.</li> <li>We monitor implementation of the Revenue, Capital and Slippage Schemes and work positively with partners including Cardiff Council, Cardiff and Vale UHB and Third Sector Organisations to deliver good quality services for the residents of our Region.</li> <li>Work on Exit Strategies from short term funding is ongoing to ensure we are able to effectively plan for the future.</li> <li>Joint Commissioning Strategy for Adults with learning Disabilities continues to be the focus of all developments with Learning Disability services.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>DEWIS Cymru Portal continues to provide effective signposting for service users to adult services.</li> <li>Continued to develop the Customer Contact Centre as a single point of access for community health and social care services through expanding the range of services that are available through the development of the Wellbeing Matters Service.</li> <li>Effectively use funding including the Regional Integration Fund to explore new models/ways of working to further enhance integrated service delivery.</li> <li>Built further upon the successful Outcome Focused Case Management project called 'Your Choice'. The pandemic has accelerated the implementation of this project, through</li> </ul>	2	2	4

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>the development of contingency plans as our plans for responding to the pandemic and the likelihood of our workforce (internal and externally commissioned) being adversely affected due to the number of COVID related cases initially and then the domiciliary care crisis in terms of recruitment and retention difficulties.</p> <ul style="list-style-type: none"> <li>• Development of this project to encompass 'Your Choice, Your Community' to further embrace the preventative services and work with individuals in a strengths-based manner.</li> <li>• All Community Mental Health Teams are based at Barry Hospital to form the Integrated Mental Health team.</li> <li>• Joint Commissioning Strategy for Adults with learning Disabilities continues to be the focus of all developments with Learning Disability services.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>• Senior Officer and Councillor representation on the Regional Partnership Board.</li> </ul>	1	2	1
<b>Overall Effectiveness of Controls</b>		<b>2</b>	<b>2</b>	<b>4</b>

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	2	2	4	2	2	4		
Resources	3	3	9	1	1	1	3	3	9		
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4		
Reputation	3	3	9	1	2	2	3	2	6		
<b>Average risk score/ direction of travel</b>	3	3	<b>9</b>	2	2	<b>4</b>	3	2	<b>6 (Medium)</b>		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
IHSR/AS001 (AS/A007)	Develop the Vale integrated fall service to provide a rapid response to people who have fallen and access to specialist interventions.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC/AC	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	A trial is running with Cardiff in the East of the Vale. Opening discussions with St John Ambulance on developing service in West of the Vale.												
IHSR/AS002 (AS/A009)	Work with partners to develop a coherent engagement plan to support the development of wellbeing hubs and centres across the Vale locality.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC/AC	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	A report has been provided to Health partners and the Vale Integrated Locality is working to secure additional capacity in order to further engage with key stakeholders and the public regarding the services to be provided at the Barry Hospital Wellbeing Centre.												
IHSR/AS003 (AS/A010)	Explore the development of intermediate care services and how this can enhance and support existing service provision.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC/AC	March 202	GREEN (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Meetings being held across Health and Local Authority to discuss the model, workforce and resources to achieve the 'rapid response' element to intermediate care. Exploration of how Intermediate Care is provided and developed a shared understanding of the model and how we target investment to best meet the needs of our population to keep them closer to home.												
IHSR/AS004 AS/A011)	Progress the work of the Alliance Model.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	<b>GREEN (On Track)</b>
<b>ACTION UPDATE:</b>	Work associated with the development and implementation of an Alliance Model continues to progress. In relation to the developing a partnership agreement to establish the Alliance’s governance and operating model, there have been regular meeting with partners to establish the specification and to seek advice. With regards to dovetailing the Alliance model with the Vale Pan-Cluster Planning Group (PCPG) as part of the Strategic Programme for Primary Care, we have continued to focus on navigating the guidance and expectations of this programme as it applies to our local context. A meeting was held in June to comply with requirements of the Strategic Programme of Primary Care (SPPC). During the quarter, an options paper has also been drafted to look at areas of responsibility and appropriate members for each level within the Alliance model. A draft paper is in progress that focuses on developing a work programme for the Alliance based on the themes of the Population Needs Assessment. As part of developing a Communication and Engagement Strategy, initial presentations have been undertaken to all proposed Alliance and PCPG as well as briefings as part of elected member induction in the Vale of Glamorgan Council and briefings to the Executives in UHB in line with the Strategic Programme for Primary Care (SPPC).												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
IHSR/AS005 (AS/A012)	Develop new models of joint working with the Health Board with a particular focus on sustainable integrated services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	This programme of work is being considered under the auspices of the Vale Alliance, whilst we work this through we are concentrating of further development and sustainability/resilience of existing integrated teams rather than expanding into other areas at present. This will hopefully accelerate as we embrace the Vale Alliance model.												
IHSR/AS006 (AS/A013)	Develop the domiciliary care element to the Primary Care Cluster model and support the accelerated clusters across the Vale.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	Initial planning meeting has taken place and heat map of Western Vale domiciliary care service provision has been requested from ICT.												
IHSR/AS007 (AS/A021)	Support the alignment and implementation of Strengths Based Approach (SBA) to support the integration of preventative services, admission avoidance and resilient communities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	GREEN (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Discussions with training have taken place regarding E-learning modules supported by videos for staff. Both Adult Service OM's currently on the SCIE SBP Leadership Course. WCCIS forms and supervision being reviewed to support a SBP. Learning Disability Team implemented a SBA Reflective monthly group.												
IHSR/AS008 (AS/A014)	Create a sustainable and integrated model for single point of access to Well-being Matters services (via the Contact Centre) Enable safe discharges from hospital that considers the impact/consequences of Covid-19 through models of care which provide choice and control for service users.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	<b>GREEN (On Track)</b>
<b>ACTION UPDATE:</b>	Secured additional grant funding under the RIF (acceleration) to expand the workforce of the Integrated Wellbeing Matters Service - investment is for health (hosted)positions but will benefit the service we are able to offer citizens and referrers, through expansion of skills and services that we can signpost to. Recruitment to additional posts to be the focus on the next quarter.												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
IHSR/RMS009 (RMS/A020)	Develop the regional commissioning board performance dashboard to support the work of the Vale Alliance.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/SM	March 2023	GREEN(Completed)
<b>ACTION UPDATE:</b>	A dashboard for the Regional Commissioning Board is now in place. Updated data process to ensure monthly submission of dashboard to Regional Commissioning Board members. First dashboard submitted 23/05/22												
IHSR/RMS010 (RMS/A014)	Embed the regional care home contract in consultation with partners.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NM	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	There has been a significant hold-up in issuing contracts signed under seal due to sickness within Legal services. Contracts Team are monitoring progress. Necessary tweaks to the third-party agreement to make it suitable for temporary placements have been made and shared regionally.												
IHSR/RMS011 (RMS/A028)	Continue roll out of the Your Choice model in co-ordination with other services including the identification of new providers as part of this phased approach.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NM	March 2023	GREEN (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Work progresses with providers converting to YC from Q4, with first reconciliations taking place and new packages commencing on the scheme. We have met with the next provider to discuss the Your Choice scheme and agree that reviews can commence for their existing packages. This is a large provider in the Western Vale so will take a number of weeks to turn the packages over to YC.												
IHSR/RMS012 (RMS/A025)	Embed the new escalating concerns procedures.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NM	March 2023	<b>GREEN (On Track)</b>
<b>ACTION UPDATE:</b>	New process due to be signed off by Social Services Management Team in October 2022.												
IHSR/PB013 (PB/A016)	Work with Adult Services to develop a customer facing service to enable self-referral to universal services available via the Third Sector.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/TC	March 2023	<b>GREEN (On Track)</b>
<b>ACTION UPDATE:</b>	This work is to be completed as part pf the Phase 2 of the Gov Service implementation. Utilising Citizens Advice Bureau's Referent system to make referrals to and from council services and will be used to develop a proof of concept to be considered by the Vale Alliance and Wellbeing Matters Steering Groups.												
ISHR/PB014 (PB/A013)	Contribute to the development of the Vale Alliance and Wellbeing Matter Service.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/TC	March 2023	<b>GREEN (On Track)</b>

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term				
<b>ACTION UPDATE:</b>	The Operational Manager for Customer Relations is actively engaged in the steering group and contributing to the development of the concept. The service is actively engaged with Citizens Advice Bureau to develop a complete and consistent response for residents and improve efficiency of referrals between CAB and Council services.													

**Appendix 12 Corporate Risk 12: Unauthorised Deprivation of Liberty Safeguards**

1 – Risk Overview	
1.1 Risk Description	<p><b>Deprivation of Liberty Safeguards</b></p> <p>The Deprivation of Liberty Safeguards (DoLS) (2009) introduced a legal mechanism to protect people who do not have the mental capacity to consent to their care and support in registered care homes and hospital wards. Specifically, the DoLS safeguards aim to prevent breaches of Article 5 of European Convention of Human Rights – <i>The Right to Liberty and Security</i>. They acknowledge that care and support arrangements sometimes are required to deprive a person of their liberty to ensure the person’s best interests and safety, but that any deprivation of liberty must be in accordance with a prescribed legal procedure (Art 5(1)) and shall entitle the deprived person to take legal proceedings to determine lawfulness of the deprivation ((Art 5 (4)).</p> <p>The Safeguards place a duty on the local authority to perform to a prescribed legal procedure when informed by a Care Home (described as Managing Authorities under the Safeguards) that a resident may be being deprived of their liberty in the care home. The local authority (known in the Safeguards as the Supervisory Body) has 7 days for Urgent Authorisation requests and 21 days for Standard Authorisation requests to coordinate a suite of 8 assessments to determine if the care arrangement is in the persons best interest and to legally ‘Authorise’ the deprivation of liberty. In March 2014, the Supreme Court (P v Cheshire West and Chester Council and P &amp; Q v Surrey County Council) made a ruling, effectively setting a new and much lower threshold for determining a deprivation of liberty which has led to a substantial increase in the number of requests for DoLS Authorisations. In the Vale of Glamorgan, this has meant an increase from 6 requests in 2013/14 to an average of over 500 in each of the last three years.</p> <p>Adult Services have invested into the DoLS team to go some way to meet this increased demand, but the team is not able to coordinate DoLS assessments and Authorisation within the statutory timescales which places the local authority at risk of legal challenge in the Court of Protection.</p> <p><b>Deprivation of Liberty in ‘Domestic Settings’</b></p> <p>The Cheshire West Supreme Court ruling in March 2014 made it clear that the local authority must seek Authorisation from the Court of Protection whenever it knows or ought to know that a person who does not have mental capacity to consent is living with care and support that deprives them of their liberty within their own home. It is difficult to be certain but current estimates would indicate that between 50 and 100 people living in the Vale of Glamorgan potentially fall into this category which includes people with learning disabilities or mental health problems and older people with mental health problems.</p> <p>Without Court of Protection Authorisation, the local authority is at risk of legal challenge for care and support that potentially breaches a person Article 5 right to liberty and security.</p> <p>Adhering to the Deprivation of Liberty (DoLS) continues to place significant pressure on Social Services in terms of officer workload/capacity and</p>

CR12: Unauthorised Deprivation of Liberty Safeguards

							budgets. This has continued to be an ongoing risk that has been further compounded by the COVID-19 pandemic. Unlike other areas within Social Services, there a greater likelihood of us defaulting on our statutory responsibilities in relation to DoLs. This has continued to be a concern during the Pandemic as health and social care resources needed to be reprioritised and redirected to the frontline to deal with COVID-related issues.
<b>1.2 Risk Owner</b>							<b>Head of Resource Management and Safeguarding (AP)</b>
<b>1.3 Impact on our contribution to the Wellbeing Goals</b>							
<b>A Globally Responsible Wales</b>	<b>A Prosperous Wales</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture and Thriving Welsh Language</b>	
No	No	No	Yes	Yes	Yes	No	

<b>1.4 Risk Categories</b>		
<b>Categories</b>	<b>Yes/No</b>	<b>Definition</b>
<b><i>Political &amp; Legislative</i></b>	Yes	<p>Risk of legal challenge as a result of a failure to adhere to the Deprivation of Liberty Safeguards for relevant care home residents or for those living in their own homes (where authorisation from the Court of Protection has not been sought) and for young people lacking capacity.</p> <p>Political repercussions as a consequence of failing to adhere to the Deprivation of Liberty Safeguards.</p>
<b><i>Resources</i></b>	Yes	<p>Inability and capacity of key partners to effectively work together to safeguard adults who are at risk of deprivation of liberty. This is particularly pertinent in the context of COVID-19, when the much of our workforce and resources as well as those of our health colleagues have been reprioritised and redirected to address COVID issues.</p> <p>Financial repercussions as a result of court proceedings where there has been a failure to safeguard clients and there has been an unauthorised deprivation of liberty.</p> <p>Lack of suitably qualified staff to undertake best interest assessments within designated timescales.</p> <p>Increased demand for best interest assessments as a result of changes in law impacting on staff capacity and putting pressure on budget thresholds.</p>
<b><i>Service Delivery and Wellbeing</i></b>	Yes	<p>Failure to undertake assessments resulting in unauthorised deprivation of liberty that could have detrimental impact on the health and wellbeing of the individual. This is applicable in the</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>context of COVID-19, where there are challenges associated with assessing a person's capacity when conducted remotely by telephone or video link rather than face to face.</p> <p>The Council is unable to meet statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse.</p> <p>Implications arising from the Court of Protection associated with Deprivation of Liberty of people living in domestic settings.</p> <p>Failure to appropriately identify individuals living in domestic settings where authorisation from the Court of Protection should be sought. There is the concern that COVID-19 further compounds this risk, as inability to identify individuals in domestic settings is applicable in the context</p> <p>Excessive waiting times for an assessment impacting on unlawful deprivation of liberty. This is particularly applicable in the context of COVID-19, as our resources and the resources of our health colleagues were diverted to the frontline to address COVID issues which could impact on timeliness of assessments.</p>
<b>Reputation</b>	Yes	A failure to adhere to the Deprivation of Liberty Safeguards for relevant people living in a care home or to seek authorisation from the Court of Protection for relevant people living in their own homes is unlawful and unequal. This would have a detrimental impact on reputation of the Council and would draw criticism by our regulators.











2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>

<b>Overall Inherent Risk Score</b>	<b>3 (Probable)</b>	<b>3 (High)</b>	<b>9 (Medium/High)</b>
------------------------------------	---------------------	-----------------	------------------------

<b>2.2 Controlling Inherent Risk</b>				
<b>Category</b>	<b>Current Controls</b>	<b>Effectiveness of controls</b>		
		<b>Likelihood Score</b>	<b>Impact score</b>	<b>Total Score</b>
<b>Political &amp; Legislative</b>	<p>Regular scrutiny and CMT reports to highlight the key issues affecting DOLs.</p> <p>The DOLs Management Board oversees DOLs development.</p>	3	2	6
<b>Resources</b>	<p>Additional Best Interest Assessors have been recruited to meet the increased demand for additional assessments.</p> <p>Efficient use and co-ordination of resources on a regional basis via a collaborative arrangement with Cardiff Council and Cardiff and Vale University Health Board.</p> <p>Light touch review of systems and processes undertaken to put in place more robust processes to support the timely completion of assessments.</p> <p>Financial contributions by partners are reviewed at every DOLs Board with ongoing discussion.</p> <p>Findings &amp; recommendations from the business improvement review have been adopted and implemented.</p> <p>Secured additional legal resource that has added capacity to process applications to court in timely way.</p> <p>The ADSS Matrix Prioritisation Tool is used consistently to prioritise applications being received.</p> <p>Monthly data reporting has been put in place across the partnership, with quarterly monitoring taking place through the DoLS partnership board.</p> <p>Monthly data reporting has been put in place across the partnership, with quarterly monitoring taking place through the DoLS partnership board.</p>	3	1	3

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Service Delivery &amp; Well-being</b>	<p>Ongoing prioritisation of cases based on levels of risk and deprivation assisted by an effective case management system.</p> <p>The CMHT for Older People has relocated from Ty Jenner to Llanfair Unit at Llandough Hospital.</p> <p>Advocacy Gateway provider has been identified through market analysis with plan to go live with Gateway in June 2018. Existing providers are to continue to provide advocacy and Independent Professional Advocacy as accessed through the Gateway.</p> <p>Gateway provider will monitor demand for advocacy and Independent Advocacy to inform future commissioning intentions. This work will lead to the Cost-effective commissioning of advocacy Services that meets the needs of service users.</p> <p>Established a robust monthly monitoring mechanism to provide effective monitoring of DoLS across the partnership with quarterly reporting via the Deprivation of Liberty Safeguarding Partnership Board.</p>	3	1	3
<b>Reputation</b>	We have formed good relationship with Welsh Government, Regulators and Key Partners and feed into the Association of Directors of Social Services (ADSS).	3	2	6
<b>Overall Effectiveness of Controls</b>		<b>3</b>	<b>2</b>	<b>6</b>



2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	3	2	6	1	2	2		
Resources	4	3	12	3	1	3	1	3	3		
Service Delivery & Well-being	3	3	9	3	1	3	1	3	3		
Reputation	3	3	9	3	2	6	1	2	2		
<b>Average risk score/ direction of travel</b>	3	3	9	3	2	6	1	3	3 <b>(Medium/ low)</b>		

3. Risk Management Plan – Mitigating Actions													
		Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
DOLR/RM S001	Undertake planning and preparation in readiness to implement the new Liberty Protections Safeguards scheme.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	New regulations and Code of Practices (CoPs) are currently out for consultation. OM for Safeguarding arranging consultation response on behalf of the Vale of Glamorgan Council.												
DOLR/RM S002	Continue to collaborate regionally on the DoLS partnership board to monitor activity and progress implementation.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE</b>	New regulations and CoPs are currently out for consultation. OM for Safeguarding arranging consultation response on behalf of the Vale of Glamorgan												

3. Risk Management Plan – Mitigating Actions													
		Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
DOLR/RM S003	Continue to monitor and review the position of DoLS and back logs and where necessary take appropriate action.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Monthly monitoring and reporting of DOLS applications being undertaken by OM Safeguarding and DoLS partnership members. Backlog of applications had significantly reduced and is currently at a manageable level. Supported by the backlog project and additional funding which continues until oct 2022.												
DOLR/AS0 04	Continue to progress DoLS community applications to ensure the least restrictive practice is utilised and assessments proportionate.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Meeting on 13th July between legal and LD OM to review progress. Applications continue to be made by the Learning Disability Team, however, these are for new placements, rather than established ones, hence there are still a considerable number of people who are subject to restrictions that amount to a DOL that have not had applications made to the COP.												

Appendix 13 Corporate Risk 13: Transition to the Welsh  
 Community Care Information System (WCCIS)

1 – Risk Overview	
1.1 Risk Description	<p>The Social Services &amp; Wellbeing (Wales) Act 2014 has integration of health and social care at its core. The effective sharing of information is a fundamental foundation of integrated working and should be applied on a “once for Wales” basis. Welsh Government has significantly invested in the capital programme to support the development and implementation of an integrated information system across health and social care services. This system is known as Welsh Community Care Information System (WCCIS) and is the replacement to the social care information system known as SWIFT.</p> <p>The new system will provide an integrated electronic record system for social care, primary and community health services, mental health services across both adult and children and young people services. This will be a national system intended to be used across all Welsh local authorities and Health Boards. It is essential that we implement a fully integrated electronic record system to ensure information is shared appropriately and that residents of the Cardiff and Vale are safeguarded.</p> <p>The WCCIS procurement process ended in 2015. All 22 local authorities and health boards are enabled to procure WCCIS, as a replacement for their existing information system.</p> <p>The Cardiff and Vale region have agreed in principle to collectively contract with WCCIS to enable integrated working to become a reality. However, to date Vale of Glamorgan Council is the only partner to have signed a deployment order with the supplier, Care works. Cardiff and Vale UHB and Cardiff Council have completed their determination processes and will not be adopting WCCIS as their management information system.</p> <p>Initially there were some delays with the implementation of the system, which have since been addressed. And although WCCIS went live during November 2017, there were a series of obstacles to overcome in order to ensure full transition to the new system so that all aspects of the system are fully utilised and embedded. The risk previously was in relation to the inability to interface with the legacy system (SWIFT), and to fully embed and utilise the system to its full potential in integrated health and social care, which has since been resolved. There were previously issues problems associated with performance reporting, but this has since been resolved as a significant amount of data cleansing work has been undertaken to verify the accuracy of the data. We have also upskilled our staff to create and design data and dashboard style reporting. The emphasis of the risk has now shifted onto a more regional focus where the risk is the ‘Inability to safeguard our citizens across Cardiff and the Vale as result of not implementing an integrated case recording system over a regional footprint which will impact on our ability to share information effectively across organisational boundaries’.</p> <p>The next phase of development will focus on exploring the financial functionality of WCCIS to ensure all our social care charging and invoicing is</p>

	one place, but this requires further work and additional consultancy costs to explore and implement.					
<b>1.2 Risk Owner</b>	<b>Head of Resource Management and Safeguarding (AP)</b>					
<b>1.3 Alignment with Well-being Goals</b>						
<b>A Globally Responsible Wales</b>	<b>A Prosperous Wales</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture and Thriving Welsh Language</b>
No	No	Yes	Yes	Yes	Yes	No

<b>1.3 Risk Categories</b>		
<b>Categories</b>	<b>Yes/No</b>	<b>Definition</b>
<b><i>Political &amp; Legislative</i></b>	Yes	<p>Political and legislative repercussions of failing to fully implement WCCIS across the Directorate fully within required timescales. Delays in developing key aspects of the system as a consequence of COVID-19 are likely to add to the likelihood of this aspect of risk.</p> <p>Failure to put effective information security safeguards in place resulting in personal/sensitive and confidential information being leaked/revealed in the public domain could cause political instability and loss of credibility.</p> <p>Failure of other regional partners to implement the system, thus not maximising the benefits of the systems particularly in relation to integrated teams.</p>
<b><i>Resources</i></b>	Yes	<p>Failure to fully maximise and mobilise our existing resources to ensure full implementation/development of WCCIS across the Directorate. Delays in developing key aspects of the system as a consequence of COVID-19 are likely to add to the likelihood of this aspect of risk.</p> <p>Increased risk of data protection breaches following transition to new WCCIS system due to the large volume of users and the financial impact of these breaches.</p> <p>Limited skill resilience to extract and report relevant data from the system.</p>
<b><i>Service Delivery and Wellbeing</i></b>	Yes	<p>Failure to fully develop WCCIS and its potential could impact the ability of service users to access services readily. Delays in developing key aspects of the system as a consequence of COVID-19 are likely to add to the likelihood of this aspect of risk.</p> <p>Loss of data could impact of the delivery of key services as well as the impact this has on service users.</p>

1.3 Risk Categories		
Categories	Yes/No	Definition
		Failure to safeguard our citizens across Cardiff and the Vale as result of not implementing an integrated case recording system over a regional footprint which will impact on our ability to share information effectively across organisational boundaries.
<b>Reputation</b>	Yes	Reputational impact arising from findings from Adult Practice and Child Practice Reviews as a result of failing to record/share information effectively using WCCIS. This could result in a loss of confidence and trust in our ability to safeguard our citizens resulting in negative publicity. And ultimately have a detrimental impact on our credibility and leaves us open to potential criticism from our external regulator CIW, the Welsh Government and the Ombudsman.











2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>4 (Almost certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>Delivery of other developmental phases of the system continue to be monitored on an ongoing basis via operational meetings.</li> <li>Regular reporting of progress/updates via Insight, CMT and Cabinet.</li> </ul>	3	1	3

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Resources</b>	<ul style="list-style-type: none"> <li>WCCIS system is now fully embedded across all of Social Services.</li> <li>Identified Super users for the system maintain links with the national and regional team.</li> <li>Successfully trained all staff on using WCCIS now that it is operational.</li> <li>Training has been delivered on performance reporting and officers continue to access support from other local authorities to develop their expertise on the system.</li> <li>Performance staff have been trained in SQL to build performance related reports.</li> <li>Performance staff liaise with other WCCIS sites (local authorities) to access additional support and to gain greater understanding of how to build reports and access data.</li> <li>Senior Systems Support Officer is responsible for progressing WCCIS project delivery.</li> <li>Welsh Government Performance Measurement Framework guidance is designed to be referenced by Local Authorities when undertaking or commissioning work on both the "Understanding Experiences and Outcomes" element and the "Using Evidence to Inform Improvement" element of the Performance and Improvement Framework.</li> </ul>	3	2	6
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>Directorate adheres to the Council's Information Management Strategy.</li> <li>We raise awareness amongst our customers of how we collect, record, monitor and use their personal data to ensure that we gain consent to do so.</li> <li>Data disclosure agreements in place with all other organisations that are using WCCIS.</li> <li>Information Manager attends Information Governance Groups to ensure the IAA is signed and fit for purpose to give us an additional layer of protection.</li> <li>Representatives Attend Regional and National Operational Meetings to identify and discuss any operational issues with the system and impact on service delivery.</li> </ul>	3	1	3

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Fortnightly operational meetings post-implementation to identify and address system-based issues as they arise. Such as changes to social work practice and including the development of new forms etc.</li> <li>Established a 'clinic' for users to attend to discuss their forms and requirements.</li> <li>Dashboards within WCCIS have been developed to enable staff to manage their own data have been completed.</li> <li>A WCCIS Wizards Group for Superusers is well established to help practitioners with the development of the system.</li> <li>WCCIS Operational Group is well established that enables the identification and resolution of areas of concern.</li> <li>Financial assessments are also undertaken virtually.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>Effectively managed expectations and raised awareness with our Regulator (Care Inspectorate Wales) and Welsh Government regarding any limitations associated with reporting.</li> <li>We raise awareness amongst our customers of how we collect, record, monitor and use their personal data to ensure that we gain consent to do so.</li> <li>Performance staff are being trained and continue to learn and develop their expertise in building reports in order to access data and prepare reports using SQL databases. Linked with other WCCIS sites to share knowledge and skills.</li> <li>Work regarding the implementation of the Finance Module will be restarted when the Covid 9 response has dissipated.</li> </ul>	3	2	6
<b>Overall Effectiveness of Controls</b>		<b>3</b>	<b>2</b>	<b>6</b>



2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	3	1	3	1	3	3		
Resources	4	3	12	3	2	6	1	2	2		
Service Delivery & Well-being	4	3	12	3	1	3	1	3	3		
Reputation	3	3	9	3	2	6	1	2	2		
<b>Average risk score/ direction of travel</b>	4	3	<b>12</b>	3	2	<b>6</b>	1	3	<b>3 (Medium/low)</b>		

CR13: WCCIS

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WCSR/CS001 (CS/A003)	Dedicated WCCIS project support to develop WCCIS functionality and its application within CYPS in align with the Performance Champions workstream.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	RE/LT	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Training for new WCCIS users established and supported by WCCIS guidance notes. Dedicated StaffNet page created to hold guidance and training materials. Refresher training provided on request. Training videos in development to provide bite size instructions on WCCIS functionality.												
WCSR/RMS0 02 (RMS/A005)	Further enhance and develop use of forms within WCCIS to support quality assurance work and enhance customer experience.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	AP/NH/ GJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Work is progressing well with task and finish groups now established for Adults, Children and Young People, and Safeguard to take forward the development of new forms.												

CR13: WCCIS

Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
WCSR/RMS003 (RMS/A006)	Implement the WCCIS workplan within the Performance Champions workstream of the Reshaping programme.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	AP/NH/GJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Three working groups established and meetings/workshops scheduled every two weeks (CYPS/AS/Safeguarding) Attended by OM leads and WCCIS Systems team.												
WCR/RMS004 (RMS/A007)	Contribute to WCCIS performance oversight via the NWIS and Senior Management Board to continue to identify and support the development of a reporting mechanism for system issues.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	AP/NJ/GJ	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	Social Services are represented and contribute to the SMB by members of the WCCIS Team and the Operational Manager from Business Intelligence and Service Development.												

Appendix 14 Corporate Risk 14: Brexit

1 – Risk Overview	
<p>1.1 Risk Description</p>	<p>This risk focuses on how we respond to uncertainty and emerging issues surrounding Brexit that has the potential to impact on how we deliver services to our citizens. There is a risk that we fail to effectively identify and respond to the changing policy and legislative landscape as a result of the 'Brexit.' This could also impact significantly on our ability to deliver our Well-being Outcomes and strategic objectives of our Corporate Plan. By developing a better understanding of the potential pressures Brexit places on specific services this will enable us to better prepare and respond to the changing climate and minimise disruption to service delivery.</p> <p>The uncertainty and implications associated with Brexit have been the subject of much discussion across the Council.</p> <p>SLT adopted a proportionate approach for preparing for Brexit where service areas undertook an impact assessment in the context of overall business continuity planning.</p> <p>During the transition period, the WLGA provided grant funding to all Local Authorities to support the preparatory work associated with Brexit. Post transition, this funding has now ended. The Local Resilience Forum have also committed resources to support coordination and communications across the region.</p> <p>We recognise that residents and businesses will look to us a community leader for advice, support and assistance whilst the effects of Brexit continue to be felt. Although a trade deal between the UK and EU was agreed and came into force on the 1<sup>st</sup> January 2021, there have continued to be Brexit related concerns whether it be in relation to the Northern Ireland protocol, labour market or supply chain issues. Therefore, it is vital that the Council remains part of any discussions at both the national and local level regarding the potential impact of Brexit on Council services. For example, the Council continues to be represented by the Director of Environment and Housing Services on the Local Resilience Forum (a regional emergency planning group). Brexit also remains a regular agenda item at both SLT and the Insight Board which prompts the identification of any wider mitigating activity as an authority.</p> <p>Both the pandemic, the conflict in Ukraine along with cost-of-living inflationary pressures have further exacerbated the previous supply chain and labour market issues that originally emerged from Brexit. The cross-cutting nature of these issues and the effect they are having on these issues makes them indistinguishable from the causes of Brexit. Instead, the amalgamation of issues around Brexit, energy insecurity, food insecurity, the conflict in Ukraine, climate change and the ongoing legacy from Covid are all having a compound effect on supply chain disruption and putting inflationary pressures on goods and materials. This has continued to influence the availability of goods/services, price volatility in the context of rising demand and has impacted on workforce issues such as lack of staffing within care sector and HGV lorry drivers. Consequently, the combined impact of this further influences our ability to manage the changing policy and legislative landscape post Brexit.</p>

<b>1.2 Risk Owner</b>		<b>Head of Policy &amp; Business Transformation (TB).</b>				
<b>1.3 Impact on our contribution to the Wellbeing Goals</b>						
<b>A Globally Responsible Wales</b>	<b>A Prosperous Wales</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture and Thriving Welsh Language</b>
Yes	Yes	Yes	Yes	Yes	Yes	Yes

<b>1.4 Risk Categories</b>		
<b>Categories</b>	<b>Yes/No</b>	<b>Definition</b>
<b><i>Political &amp; Legislative</i></b>	Yes	<p>Political uncertainty associated with Brexit and the impact this has on our ability to forward plan.</p> <p>Failure to comply with any legislative changes arising from the UK leaving the EU and impact this has at the local level. This risk is of particular relevance at a time when the Council is beginning its work to recover from the pandemic.</p> <p>Failure to fully embrace and participate in discussions/collaborative opportunities associated with Brexit could be detrimental to the profile and status of the Council.</p> <p>Failure to represent the Council's position in relation to the policy developments/changes associated with Brexit, which could impact on our ability to maximise opportunities for future investment and to deliver our strategic objectives outlined in the Corporate Plan.</p> <p>Failure to effectively lobby for and secure access to funding via UK successor programmes ( replacement to previously EU funded programmes).</p> <p>Changes to consumer protection requirements across the EU affecting residents and local businesses.</p> <p>Potential changes to the regulatory procurement regime/framework that we operate by could have a negative impact on how we tender for and access products/services from EU markets.</p>
<b><i>Resources</i></b>	Yes	<p>Financial impact of leaving the European Union on the Council's European funded projects/initiatives (regeneration). Impacts our ability to secure funding to further progress the development/investment in regeneration projects e.g. Creative Rural Communities.</p> <p>Post-Brexit impact on our ability to attract private sector investment to improve our connectivity (transport/infrastructure and technology), skills investment, innovation, regeneration, housing investment and energy related projects) and in particular projects/programmes associated with the City Deal. A potential longer-term downturn in the economy as a result of coronavirus/cost of living crisis, has the potential to further</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>exacerbate this risk and affect our ability to attract inward investment.</p> <p>Rising costs associated with importing supplies and services e.g. Fuel, Food products from EU countries places further pressure on our budgets.</p> <p>Loss of staff from EU countries impacting not just on the council's operational capacity but also on the wider business community e.g. health and social care, construction, tourism etc. A reduction in labour supply could have a detrimental impact on the local economy. COVID has highlighted the value and significance of health and social care sector during the crisis, which is also a sector that employs a greater proportion of EU nationals. COVID combined with Brexit has exacerbated labour supply issues which is currently being seen in relation to domiciliary care and availability of HGV drivers.</p> <p>Difficulties in recruiting staff (or commissioning from the market) in 'hard to recruit' areas and where skill shortages exist and the impact this has on our capacity to deliver services/projects/schemes.</p> <p>Inability to put in place effective civil contingency plans (emergency planning) to take account of the potential impact of Brexit.</p> <p>Market volatility, inflation and financial uncertainty could impact on council revenue budgets and borrowing costs for capital schemes.</p> <p>Inability to effectively manage demand and sustain service delivery post Brexit.</p> <p>Risk that resources drawn to address the priorities arising from the pandemic, impacts on our capacity to prepare and adapt to changing policy and legislative landscape in response to Brexit.</p>
<b>Service Delivery and Wellbeing</b>	Yes	<p>Uncertainty in the economic/financial climate as a result of the Brexit impacts on our ability to attract inward private investment and lever fewer jobs in the area.</p> <p>Impact of Brexit on the supply chain, disrupting access to supplies and services from EU. This has the potential to significantly disrupt service delivery particularly in relation to vulnerable groups.</p> <p>Disruption in food supply could impact on our ability to provide cooked meals to children in schools, adults in residential care settings and our Tourist attractions/Country Parks.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Disruption to fuel supply could impact on our ability to deliver services such as waste collections and the ability of staff to get to work.</p> <p>Shortages in medical supplies/specialist equipment could have a detrimental impact on discharge from hospital and ultimately on the health and well-being of our citizens. Issues experienced around the availability of key medical supplies such as PPE during COVID could further aggravate the supply chain concerns post-Brexit.</p> <p>Increased risk of counterfeit/fraud of goods/supplies such as pharmaceutical products, materials (building materials, electronic parts, vehicle parts), food and supplies such as cleaning products, sanitary products impact not only on quality but also on overall service provision.</p> <p>Inability to support citizens who are impacted by the changes resulting from Brexit and its uncertainty. Increased demand for support / advice services due to an economic downturn as a result of withdrawal from the EU, Covid and cost of living. Any loss of jobs to the area will impact on the local communities and could result in a greater number of citizens and families living in poverty with higher rent arrears and a potential increase in homelessness presentations.</p> <p>Delays/disruption to goods/supplies through the supply chain due to increased regulation at ports/airports. Increased pressure on the capacity of the SRS Service (Environmental Health Officers) for the inspection of food at ports/airports.</p> <p>Contract/provider failure by delivery partners/contractors to deliver services on our behalf due to pressures from Brexit on their operational capacity. This risk is further exacerbated by the impact of COVID that has put the care sector under strain both from a capacity and financial perspective which in turn has significantly threatened the future viability of some service providers during the crisis.</p> <p>Lack of resilience amongst our Third Sector partners in responding to the changes that Brexit brings and issues arising from it. This risk may be further compounded by the impact of COVID on the finances of the sector and their capacity to recover the crisis.</p> <p>Combined impact of COVID and Brexit exacerbating issues and challenging business continuity. For example, the recent HGV driver shortage has affected our ability to recruit and retain our workforce in key areas such as waste and highways leading to some disruption in service delivery.</p>
<b>Reputation</b>	Yes	Reputational repercussions and loss of credibility as a result of failing in our community leader role to effectively communicate clear messages associated with the Brexit and its impact.

1.4 Risk Categories		
Categories	Yes/No	Definition
		Loss of public confidence in our ability to deliver services effectively and sustainably post-Brexit.

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Reputation</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Overall Inherent Risk Score</b>	<b>4 (Almost certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>Ongoing approach overseen by CMT and involving Insight, Emergency Planning and Heads of Service.</li> <li>Director of Environment and Housing is a representative for the Council on local resilience form to make connections between council and other key regional partners.</li> <li>Developed strong links with the WLGA to access specialist advice, information and briefings.</li> <li>Established a mechanism regionally for reporting and collating information/issues relating to Brexit. Any information is fed into and collated by South Wales Police, which is then forwarded to the Welsh Government's Emergency Control Centre.</li> <li>Data flows exercise to map and identify any potential IT systems/databases where data is held by Third parties outside of the UK. To</li> </ul>	2	1	2



2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	date no significant areas of concern have been identified.			
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Ongoing approach overseen by CMT and involving Insight, Emergency Planning and Heads of Service.</li> <li>• Completed a Directorate-wide impact assessment of Brexit.</li> <li>• Business Continuity Plans have been reviewed and updated for priority one services.</li> <li>• Maintain a high-profile presence in all relevant discussions and briefings with regard to Brexit and its implications for legislative changes. The Council has established good links with the Welsh Government and WLGA in relation to this.</li> <li>• Links with the Welsh Government and WLGA regarding economic development.</li> <li>• Brexit Impact Assessment Action Plan has been approved and is monitored by CMT on a regular basis. The monitoring of this action plan feeds into updates/reporting that we provide regionally to the WLGA in relation to the EU Preparedness Advisory Panel.</li> <li>• 100% of all priority 1 Business Continuity Plans were completed. The next steps will involve undertaking testing of Priority One Business Plans to gain assurance of existing business continuity mechanisms.</li> <li>• Impact of access to agency staff post-Brexit in relation to our residential/domiciliary care workforce has been fully investigated and identified as a low-risk area.</li> <li>• Continue to work closely with managers across all service areas to help them to support potential employees who may need to apply for settled status Worked with our local Trade Unions, we have provided the ability for staff to access advice and support from HR to support them to apply for settled status.</li> <li>• HR systems have been updated to record/capture the nationality of new employees/new starters to the local authority that will enable us to take a more pro-active approach to signposting and supporting them to register via EUSS.</li> <li>• Worked closely with managers to raise awareness of the EUSS scheme and for eligible employees to apply via the scheme by the deadline. Eligible employees have</li> </ul>	2	1	2

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>been directed to the government information on applying for EU settled status.</p> <ul style="list-style-type: none"> <li>Established a monitoring mechanism for goods post-Brexit within our residential care home settings. All authorised orders are logged individually to monitor any changes to cost patterns following Brexit. Monthly review of costs with our main providers.</li> <li>A review of the impact of Brexit on SRS functions was undertaken and all officers are properly authorised to continue their statutory duties.</li> <li>Refreshed our content on our digital platforms such as our website and social media accounts. Key messages continue to be disseminated via our communication platforms.</li> <li>All ESF funded projects are designed with an exit strategy and will be looking to implement these from June 2022.</li> <li>Established a mechanism/tool for monitoring cost pressures in relation to supplies as result of Brexit.</li> <li>Council staff have been attending several briefings and meetings with UK Government officials with a view to submitting a bid in June to access grant funding for interim projects.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>Ongoing approach overseen by CMT and involving Insight, Emergency Planning and Heads of Service.</li> <li>Brexit Impact Assessment Action Plan was developed and approved by CMT in September and is monitored on a regular basis.</li> <li>Commenced a Directorate-wide impact assessment of Brexit.</li> <li>Guidance documentation has been sent to school kitchens highlighting awareness of best practice for receiving and storage of foods to assist during any period of disruption to food supplies. HACCP (Hazard Analysis and Critical Control Points) controls are in place to ensure safety of food being received and stored.</li> <li>Supply chain mapping has been undertaken within our residential care homes and within our catering service and supplies are under constant review with our suppliers (e.g. food, cleaning, Medical Devices and Clinical Consumable products).</li> </ul>	1	1	1

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Developed a <a href="#">Preparing for Brexit</a> web page for the website to signpost our businesses to advice and information to the Business Wales website.</li> <li>Two pilot awareness raising webinars on the EUSS scheme were held with housing and homelessness services staff and external partners.</li> <li>Established an exploratory group that meets on a regular basis to explore potential food poverty projects in Llantwit Major.</li> <li>Worked with the Citizens Advice Bureau to provide training to front line staff in supporting residents to apply for settled status.</li> <li>Internal legal advice sought and appropriate training and guidance note issued to staff regarding rights to access housing service in light of legislative changes relating to Brexit.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>Ongoing approach overseen by CMT and involving Insight, Emergency Planning and Heads of Service.</li> <li>Mechanisms are in place to ensure that we continue to share key information/messages to our Provider Forum i.e. On EU settled status etc.</li> <li>EUSS scheme promoted both internally and externally. This was undertaken via Staffnet and the Council's social media accounts.</li> </ul>	1	1	1
<b>Overall Effectiveness of Controls</b>		<b>2</b>	<b>1</b>	<b>2</b>

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	4	3	12	2	1	2	2	3	6		
Resources	4	3	12	2	1	2	2	3	6		
Service Delivery & Well-being	4	3	12	1	1	1	4	3	12		
Reputation	4	3	12	1	1	1	4	3	12		
<b>Average risk score/ direction of travel</b>	4	3	<b>12</b>	2	1	<b>2</b>	3	3	<b>9 (Medium/High)</b>		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
BXR/ALN001 (ALN/A005) BXR/SP002 (SP/A004)	Ensure that appropriate exit and forward planning strategies are in place for ESF funded projects to minimise service disruption and ensure sustainable services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD/MD MH/MD/ TR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>Within the Additional Learning Needs Division, Exit Strategies and processes are in place to address end in provision. These have been initiated for the four Learning &amp; Skills Employability ESF funded projects.</p> <p>Work with Welsh Government has started to explore how the Communities for Work projects will be replaced with additional funds in 2023. It is suggested that notification of funds and planned structures may be launched in September. This will see the role of the Young Person's Guarantee extended.</p> <p>Regional work through the Cardiff Capital Region 10 LA Cluster Employment and Skills group secured UK Government Community Renewal Fund to run the Connect Engage Listen Transform (CELT) project this has been extended until Dec 2022.</p> <p>Regional workshops have taken place and early financial plans submitted to RCT regional lead; Programme plans for employability provision are under development linking key themes within the UKG SPF bid (due August 1st). There are a number of project ideas building on perceived gaps, for example a employability pod, a supported employment provision and a new pre16 provision.</p> <p>Work is underway regarding the possible future service being delivered by the Youth Service for Pre/Post16 with the Youth Engagement &amp; Progression Framework at the heart of this. Finances have been shared in relation to a possible Pre-16 model within the Shared prosperity Fund, whilst we await a Pan Wales meeting on the Youth Guarantee, new programmes are emerging from Welsh Government for Post-16 including Jobs</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	Growth Wales Plus (JGW+), ReAct+, Communities for Work (C4W) and C4W+, and the Youth Guarantee. There is a lack of pre-16 other than what the Youth Service has developed.												
BXR/ALN003 (ALN/A021)	Implement the new Welsh Government Employability Strategy to ensure that employability provision meets the future needs of young people and adults in the Vale of Glamorgan.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>The Employability Team are implementing several actions to contribute to 4 of the 5 key areas noted by Welsh Government.</p> <p>Young people realising their potential – Through Welsh Government Communities for Work funds the Young Peoples Guarantee (YPG) is being used locally and regionally to explore what this new requirement will look like. A plan was submitted to WG and accepted and focusses on a current model to a future model. A regional (CCR) group is having regular workshops has been set up to explore how these fits with the requirements of the Engagement and Progression Framework and the commitments on the Youth Service. At a local level work continues with partners like Careers Wales and Working Wales to see how this can progress.</p> <p>A small plan has been put in place to take forward a kickstart modelled programme and work has started to take that forward. Tackling economic inequality: Cfw team have two nominated officers to act as Disabled Peoples Employment Champions, promoting and influencing employers and providers who are seeking to employ disabled people. They also act as an information source for the rest of the team.</p>												

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term				
	<p>A proposal within the Shared Prosperity Bid is also seeking to develop a small team to support disabled individuals into a supported employment placement. This work also fits the key objective of Supporting people with a long-term health condition, in addition other parts of the SPF proposal will also aim to offer wellbeing support and volunteering opportunities to aid people into employability provision.</p> <p>Nurturing a learning for life culture; The team continue with a joined-up approach with ACL putting in place a raft of courses at various levels to support people on their journey to employment.</p>													
BXR/FS004 (FS/A005)	Review the inflationary pressures impact on the affordability on construction schemes as part of Capital Monitoring and the Capital Strategy.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB/GJ	March 2023	Amber (Minor Slippage)	
<b>ACTION UPDATE:</b>	Initial work has commenced to identify the status of tendering of the capital programme, existing a and emerging cost pressures. Iterative work to support project managers in retendering, value engineering and scheme redesign is undertaken through regular monthly capital monitoring. Whilst the delivery profile shows as amber the completion percentage reflects the expected profile of delivery.													
BXR/FS005 (FS/A017)	Reshape procurement practices and policies to ensure our procurement activities contribute to the national Well-being Goals, support work around climate	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB/GJ	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	change, community benefits, response to challenges as a result of Brexit and build on the foundational economy project.												
<b>ACTION UPDATE:</b>	Work has commenced in this area. The Procurement Policy & Strategy is under review and the approach has been shared and discussed at Project Zero and Insight Boards												
BXR/HS006 (HS/A005)	Monitor the cost pressures arising from the increase in construction, materials and energy costs in relation to the Housing capital programme.		✓	✓	✓				✓	✓	MI/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	At present the construction industry is still adjusting to the cost pressures arising from increased costs resulting from Brexit, the Ukraine conflict and a change in fuel duty to plant and machinery. This has seen costs rise by as much as 30% for individual projects and some contractors have been reluctant to commit to long term projects or to hold costs for long periods. Budgets and individual programmes are being reviewed as data emerges for each project.												
BXR/NS007 (NS/A004)	Deliver the next phase of transformation in respect of Brexit, and the Council's declared nature emergency including finding solutions for the supply and cost of parts for vehicles, cost of		✓	✓	✓				✓	✓	ER/KP/GG /CS/MC/B T/JL	March 2023	Green (On Track)



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	construction materials, additional HGV drivers and additional technical engineers.												
<b>ACTION UPDATE:</b>	Additional motor vehicle fitter started working in the Garage workshop in Q1. Additional motor vehicle fitter was interviewed and offered a role and will start early in Q2. Both will undertake HGV training in Q3.												
BXR/PB008	Maintain oversight of Brexit developments to inform the identification of appropriate responses to manage emerging impacts and ensure this is reflected in reports to members.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring	March 2023	Green (On Track)
BXR/SRS009	Maintain oversight of Brexit developments as related to the remit of SRS and reflect any changes in legislative, policy and practice as appropriate.										HP		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	<p>The Corporate Risk relating to Brexit continues to be monitored and reported to Governance &amp; Audit Committee on a regular basis, with oversight from SLT and Insight Board. A regular discussion on emerging risks and their impacts is held with SLT/Heads of Service to identify how facets of risks such as Brexit impact on different areas of the Council, community and other risks.</p> <p>In relation to Shared Regulatory Services (SRS), during Q1 the UK Government launched a post-Brexit consultation paper to gauge opinion on whether there should be choice for businesses and consumers to transact in imperial units of weight and measure, without the need for the metric equivalent to also be given. SRS will respond during Q2 (consultation closed on the 26th August 2022).</p>												
BXR/RP010 (RP/A004)	Work with partners in the region to ensure that a consistent approach is adopted to engage with the business community to communicate Business Wales, UK Government and Welsh Government advice around Brexit.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG/PC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>A regional approach has been taken to the development of the Regional Investment Plan for Shared Prosperity, with a consistent message to all involved that the new funding is not a replacement for EU funding because the scope of funding is different and the amount of funding available across Wales is lower. This exercise is around managing expectations and also making businesses, groups and education institutions think more creatively around how they can still achieve positive outcomes with less money.</p>												
BXR/RP011 (NS/A011)	Work with UK and Welsh Governments and Cardiff Capital Region to secure funding to deliver	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG/PC	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	regeneration and business support projects and programmes.												
<b>ACTION UPDATE:</b>	On-going with bus shelter improvements part of any active travel or S106 scheme. To date nothing received on LTF funding to upgrade shelters throughout the VOG. However, WG officers have agreed the funding request of £500k which is to be signed off by ministers.												
BXR/RP012 (RP/A018)	Establish a new External Funding, Community Development and Innovation Team.		✓	✓					✓	✓	MG	March 2023	Red (Slippage)
<b>ACTION UPDATE:</b>	The recruitment of this team has been delayed by several months due to the need to identify sufficient funding for future years.												
BXR/SL013 (SL/A007)	Monitor the cost pressures arising from the increase in construction, materials and energy costs in relation to the 21 <sup>st</sup> Century Schools capital programme.	✓	✓	✓	✓				✓	✓	TBaker	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Aecom are going to market test cost prices on Band B projects. There is a need to review for next tranche of funding on scope of cost consultants. Increased costs have been received on all outstanding projects. Ongoing discussions are taking place with Welsh Government on how to address the issue as schemes exceed size and cost standard issued in January 2022.												

Appendix 15 Corporate Risk CR15: Additional Learning Needs

1 – Risk Overview

1.1 Risk Description

Welsh Government is committed to transforming the expectations, experiences and outcomes for children and young people with ALN and has created an ambitious and wide-ranging Additional Learning Needs Transformation Programme. This revolutionises the separate systems in schools and further education, to create a unified system for supporting learners from 0-25 with ALN.

The Additional Learning Needs and Education Tribunal (Wales) Act 2018 aims to create:

- a unified legislative framework to support all children of compulsory school age or below with additional learning needs (ALN) and to support young people with ALN who are in school or further education (FE)
- an integrated, collaborative process of assessment, planning and monitoring which facilitates early, timely and effective interventions; and
- a fair and transparent system for providing information and advice, and for resolving concerns and appeals.

It is expected that the ALN system set out in the Act will be fully implemented over a three-year period. The implementation period is expected to run from September 2021 to August 2024.

**Core aims of the new ALN system**

- **Introduce the term Additional Learning Needs (ALN)** – to replace the terms Special Educational Needs (SEN) and Learning Difficulties and/or Disabilities (LDD).
- **0-25 age range** – all children and young people will have the same rights to receive the provision they require, as well as improving transition between school and post-16 education.
- **A single statutory plan** – the Individual Development Plan (IDP). This will replace the variety of statutory and non-statutory plans for learners in schools and FE.
- **Increased participation of children and young people** – learners' opinions, along with those of their parents, should always be considered
- **High aspirations and improving outcomes** – delivering tangible outcomes that contribute to the learner's achievement of their full potential.
- **A bilingual system** - services must consider whether a child or young person needs additional learning provision in Welsh. If they do, this must be documented in the IDP and 'all reasonable steps' must be taken to secure the provision in Welsh.
- **Increased collaboration** – improved multi-agency working and information sharing
- **Simpler and less adversarial** – a simpler process to provide and revise an IDP to ensure it continually meets the needs of the learner.

- **Earlier disagreement resolution** – where disagreements occur the matter should be considered and resolved at the most local level possible.
- **Clear and consistent rights of appeal** – all children, their parents and young people will have a right to appeal to the Tribunal where disagreements cannot be resolved at a local level.
- **A mandatory Code** – to provide mandatory requirements and statutory guidance.

Some key aspects of the Act are outlined below:

The Additional Needs and Education Tribunal (Wales) Act 2018 (ALNET) places a statutory duty on all educational settings to maintain an Individual Development Plan (IDP) based on the principles of person-centred planning (PCP) for all pupils identified as having additional learning need (ALN).

- This significantly increases the expectations on all schools to have appropriate provision to meet need.
- If schools are unable to meet the need this could lead to increased litigation and reputational damage for the school and local authority.

The ALNET Act aim is to establish a unified system for supporting learners from 0-25. Local Authority Outreach teams are currently set up to provide services largely to local authority educational settings from 3-18. Expanding the duty on local authorities to meet need from 0-25 this will clearly extend the need to provide support to preschool and post 16 settings potentially up to the age of 25.

According to the ALNET Act the ultimate duty to meet the ALN of children and young people falls on the local authority to meet need.

The ALNET Act also states that where a school or FEI cannot meet the needs of pupils with ALN, they can request that the local authority administers the IDP. It is possible that this will lead to a dispute between schools, FEIs and LAs about who is responsible for funding provision.

An area of risk relates to further education institutions (FEIs). The Act places a duty on FEI's to use "best endeavours" to meet need but if they are unable to meet need the duty falls to the local authority. This could have significant financial implications for local authorities in future. It is crucial that clear process is created in order to manage this effectively and establish joint expectations around responsibilities and funding.

Currently, a small group of young people from the Vale of Glamorgan with complex ALN access college placements on leaving statutory education. Currently these high-cost placements are funded by Welsh Government. Originally Welsh Government intended to pass on the funding and responsibility for these placements to local authorities in 2022. This would have exposed the local authority to increased risk as the number of young people requesting college placements is likely to increase. The transfer of funding and responsibility has now been delayed and while this has reduced the immediate risk, this will take place in the near future.

The ALN Act places a much greater focus on working collaboratively, particularly in relation to health bodies. The Act also allows for greater involvement and participation amongst children and young people and gives parents/carers and young people the right to appeal against decisions made regarding their ALN and/or IDP. Local Authorities will also be required to provide access to independent advocacy services.

There is also an expectation that the new ALN system will be truly bilingual and that there will be parity of provision in English and Welsh. This expectation will be difficult to achieve at a local level and a regional approach will be needed to ensure that this aspiration is deliverable and cost effective.

Alongside the challenges faced in implementing the new duties associated with the Act, the local authority is increasingly faced with growing demand for ALN provision, particularly in relation to three key areas. These relate to children and young people with complex autism, physical and medical difficulties and those experiencing social and emotional health difficulties. Developing sufficient provision to meet demand in these growth areas will present an ongoing challenge for the service.

The impact of the pandemic has meant that Welsh Government have worked with partners to agree a much slower implementation of the Additional Learning Needs and Education Tribunal (Wales) Act 2018.

From January 2022, children with special educational provision through school action/school action plus and the equivalent in the early years started to move into the ALN system. These were children who:

- attend maintained schools in Nursery Years 1 and 2 and Year 1, Year 3, Year 5, Year 7 and Year 10) who have special educational provision via school action or School Action Plus;
- are detained; and
- do not have special educational needs on or before that date, regardless of their year group or setting - including those that may attend an EOTAS setting, an independent school or who are electively home educated.

In order to ensure that schools, PRUs and local authorities have the necessary time to move children from the SEN system to the ALN system, the Minister decided to add a year to the time available to move children during the first year of the implementation period. This meant that children who were due to be moved between January 2022 and August 2022, are now moving into the ALN system between January 2022 and August 2023.

This extension will be included within the current three-year timescale. This has been achieved by reconfiguring how specific groups of children will move in the second and third years of the implementation period:

**School year 2022/23 – children with special educational provision through school action/school action plus:** Year 10 (and any children who were Nursery, Year 1, Year 3, Year 5, Year 7 and Year 10 in 2021/22 who had not moved into the ALN system during 2021/22)

**School year 2022/23 – children with provision through statements:** Nursery Reception, Year 6, Year 10 and Year 11.

**School year 2023/24 – children with special educational provision through school action/school action plus:** Nursery, Year 2, Year 4, Year 6, Year 8 and Year 10.

**School year 2023/24 – children with provision through statements:** Year 2, Year 3, Year 4, Year 5, Year 6, Year 8, Year 9, Year 10.

Until March this year, there had been no information about plans for young people post-16. Welsh Government have now announced that implementation for post-16 will involve a 'flow through' approach, whereby those currently in year 10 and below, who are being moved to the ALN system by a school or local authority during the implementation period, will 'flow through' into further education with an individual development plan (IDP) already in place (where they require one). Any young person not yet on the ALN system at the end of the 2024/25 school year will move to the ALN system at that point.

Until the ALN Act applies to a young person, the Education Act 1996 and the Learning and Skills Act 2000 will continue to apply and they will continue to benefit from the support available via the existing Special Educational Needs and Learning Difficulty and Disability systems, respectively.

The Welsh Government is currently responsible for securing specialist post-16 provision for young people whose education and training needs cannot be met via mainstream provision, under the Learning and Skills Act 2000. As part of the ALN Act, this responsibility will transfer to local authorities.

The Minister has announced the intention for this process to take place gradually, with local authorities becoming responsible for those who have been moved to the ALN Act from 2022/23 (those currently in year 10 and below). The Welsh Government will continue to secure and fund specialist post-16 placements for those young people who have not yet been moved to the ALN system (those currently in Year 11 and above).

The Welsh Government also confirmed that any funding for placements agreed by Welsh Ministers before the end of the 2024-25 school year will remain available to young people until they complete their agreed programme of study.

Due to the limited number of CYP that have transferred over from the SEN system to the new ALN system, the impact on children and young people is difficult to measure as yet and will only become apparent over the next 3-5 years.

The delayed and very phased implementation process has provided more time to prepare for the Act, in the Vale we have undertaken a comprehensive training programme for Additional Learning Needs Co-ordinators which has been well received and prepared these key school staff effectively for their role.

However, Welsh Government changes to the implementation plan have often been last minute which has the potential for confusion and uncertainty. In addition, local authority officers have been required to operate 2 systems in tandem; the SEN system and the new ALN system as implementation rolls out. This has caused significant capacity issues and made it difficult to meet statutory timescales.

The financial impact of the new ALN system is difficult to measure because it is very early in the implementation process to measure this. It is clear that more central staff have been required to implement the changes and to



CR15: Additional Learning Needs Risk

provide the additional training and support required to schools. Additional staffing have particularly been required to support the development of practice and provision in the Early Years and will increasingly be required post-16. Currently the majority of this increased expenditure has been met by grant funding provided by Welsh Government but it is uncertain how long this funding will be provided for, and ultimately long-term costs will have to be met by local authorities.

Any additional costs caused directly by the ALN reform will be of concern because these will be on top of significant financial pressures already in the system due to the increased numbers of CYP with complex difficulties, particularly those with complex social, emotional and mental health difficulties. Schools are concerned about their capacity to meet the increasing expectations on them as set out in the ALN Act. ALNCOs in particular are finding the role challenging and many have resigned as a consequence. Head teachers are reporting that much more time is needed for staff who work in this field which in turn requires additional staffing and therefore additional costs which are difficult to manage.

The success of the reform is largely dependent on a productive and effective partnership with the Health Service and health professionals. Due to the significant pressures on the Health Service developing a partnership approach has been challenging and this is likely to be the case for some time given the huge financial and capacity pressures they are facing.

There is still a huge amount of uncertainty in how the new reforms will work post-16. Over the next three years the implementation of the Act will phase in this age group and there is further work required to develop a shared understanding of how local authorities and further education settings will work in partnership to meet need

The Act requires local authorities to ensure sufficiency of ALN provision and work towards parity of provision between those attending Welsh medium and English medium schools. In order to do this, the lack of specialist materials and assessments, staff and specialist provision available through the medium of Welsh will need to be addressed. This is very challenging to achieve and has significant training and funding implications

Alongside the challenges faced in implementing the new duties associated with the Act, the local authority is increasingly faced with growing demand for ALN provision, particularly in relation to three key areas. These relate to children and young people with complex autism, physical and medical difficulties and those experiencing social and emotional health difficulties. Developing sufficient provision to meet demand in these growth areas will present an ongoing challenge.

1.2 Risk Owner

**David Davies (Head of Additional Learning Needs & Well-being)**

1.3 Impact on our contribution to the Wellbeing Goals						
A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
Yes	Yes	Yes	Yes	Yes	Yes	Yes

1.4 Risk Categories		
Categories	Yes/No	Definition
<b>Political &amp; Legislative</b>	Yes	Political and legislative repercussions of failing to meet the requirements of the <i>Additional Learning Needs and Education Tribunal Act 2018</i> could lead to litigation, fines and/or political instability.
<b>Resources</b>	Yes	<p>Extending the duty of care to a wider age range of children and young people (0-25), impacts on our workforce capacity and our ability to widen our service provision to bring in more specialist skills/support. The legislation will require a significant amount of additional provision to be created without sufficient additional financial resources.</p> <p>Insufficient knowledge and expertise in the workforce to fully meet the new requirements of the Additional Learning Needs Education Tribunal Act. This could have significant training and development implications for the local authority staff as well as school-based staff.</p> <p>Insufficient funding to deliver our additional duties under the Additional Learning Needs Educational Tribunal Act. The discharge of new responsibilities/duties under the Act could present a significant financial risk to the Council where there is already a growing need for ALN provision.</p> <p>Demographic changes are having a significant impact on our capacity to meet rising demand for our services. There are rising numbers of children and young people presenting with more complex needs which is affecting our ability to meet those needs in the current financial climate in line with the Act.</p> <p>Inability to undertake/progress preparatory work in readiness for the legislative changes due to serious disruption to education services resulting in widespread school closures and the diversion of resources in response to major business continuity issue e.g. pandemic.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
<b>Service Delivery and Wellbeing</b>	Yes	<p>There is a risk that the local authority will fail to meet its statutory duties in delivering the requirements of the Additional Learning Needs and Education Tribunal Act 2018.</p> <p>Inability to deliver a fully bilingual service as set out in the Act in terms of Additional Learning Needs, creating a lack of parity of provision across the service and a failure to meet both the requirements of the legislation and the needs of our learners.</p> <p>Risk that this legislation could lead to a dilution in support services for those who have the most complex needs (i.e. those who previously had statements) especially if all learners will now require the same type of statutory plan. This could impact on the wellbeing of children and young people and their parents/carers if our services are unable to meet their basic needs.</p> <p>Lack of sufficient provision to meet the increasing numbers of children and young people across the three key growth areas of children and young people with complex autism, physical and medical difficulties and those experiencing social and emotional health difficulties. There is the concern that COVID-19 could further compound this risk, as a consequence of school closures there is an increased likelihood of a rise in social and emotional health needs of children and young people.</p> <p>There is a financial risk associated with providing ongoing bespoke transport solutions to a growing number of children and young people with complex needs in order to access education.</p>
<b>Reputation</b>	Yes	Reputational damage associated with non-compliance with the Additional Learning Needs Education Tribunal Act and the negative criticism this could attract from our Regulators (Estyn).

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>

## CR15: Additional Learning Needs Risk

<b>Service Delivery &amp; Well-being</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Reputation</b>	2 (Possible)	3 (High)	<b>6 (Medium)</b>
<b>Overall Inherent Risk Score</b>	<b>3 (Probable)</b>	<b>3 (High)</b>	<b>9 (Medium/High)</b>

<b>2.2 Controlling Inherent Risk</b>				
<b>Category</b>	<ul style="list-style-type: none"> <li><b>Current Controls</b></li> </ul>	<b>Effectiveness of controls</b>		
		<b>Likelihood Score</b>	<b>Impact score</b>	<b>Total Score</b>
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>Regular updates on ALN provision and progress against meeting the requirements of the Act presented to Scrutiny and Corporate Management Team.</li> <li>Work closely with the Consortium with regular progress updates and reports.</li> <li>The Transformational Project Board meetings are attended regularly, and monitoring of the plan is on target.</li> <li>Effective partnership with the Central South Consortium Joint Education Service, schools, children and their families to improve the outcomes of vulnerable learners and reduce inequalities in education.</li> <li>A significant amount of training has been undertaken in order to prepare for the implementation of the Act.</li> </ul>	2	1	2
<b>Resources</b>	<ul style="list-style-type: none"> <li>Budget setting process includes considerations of cost pressures arising from ALN developments.</li> <li>A readiness survey has been completed. This has identified areas of staff development and training requirements that will form the basis of a training programme.</li> <li>A PCP audit has been undertaken and results have been analysed in clusters and regionally.</li> <li>Awareness raising training has been delivered to Headteachers, ALNCOS and Governors on the Act.</li> <li>IDP training has continued through ALNCO training. IDPs have been trialled and training has addressed the format, systems and procedures around IDPS. Regular half termly</li> </ul>	1	1	1

2.2 Controlling Inherent Risk				
Category	<ul style="list-style-type: none"> <li>Current Controls</li> </ul>	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>ALNCO training has continued to address the wider implementation needs of the Act and the new code.</p> <ul style="list-style-type: none"> <li>Strategic links have been developed with CAVC to develop an agreed vision for the inclusion of learners with additional learning needs post 16.</li> <li>Dispute resolution training has continued to be delivered.</li> <li>Central training delivered and well attended on the wider implication of the ALN Act for local authority staff. IDP and PCP training will be offered to EOTAs staff and Social Services. PCP training has been offered to CLA coordinators.</li> </ul>			
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>A three-year ALN Implementation Plan for the Central South Consortium Region was agreed in August 2018. Delivery of the Implementation Plan is monitored by the transformational lead for the Vale of Glamorgan with progress reported back to the Director of Education. Good progress has been made against the actions set out in the plan.</li> <li>In relation to ALN, all schools are now organised in Secondary school feeder clusters. Cluster leads are meeting regularly with the transformational Lead, working on priorities for the ALN Act. IDP format has been trialled within the special school cluster and within mainstream cluster groups.</li> <li>For the tracking and monitoring of ALN pupils, all staff can access the system called ONE. Process maps for ONE have been developed to ensure that procedures are used consistently.</li> <li>Early Years meetings continue to be attended, regionally and with Cardiff in order to plan early years provision.</li> <li>An Early Years Forum has been established and the Early Years toolkit has been published and is being shared with Early Years providers.</li> </ul>	2	1	2

2.2 Controlling Inherent Risk				
Category	<ul style="list-style-type: none"> <li>Current Controls</li> </ul>	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>A Continuing Health Care Draft Policy has been endorsed by all key partners to improve transparency of the process as it relates to children and young people.</li> <li>Transition Protocol has been developed and agreed in conjunction with Social Services and Health.</li> <li>Partners have advocated for the educational needs of learners in the 7 different vulnerable groups.</li> <li>Proposals have now been through all stages of the consultation process for the development of an additional resource base at Whitmore High.</li> <li>All schools are trialling Individual Development Plans (IDP) and EY and LA IDPS. Person Centred Planning (PCP) and IDP reviews have been developed and new formats trialled. PCP training has continued to be run and offered. A PCP toolkit has been developed.</li> <li>Outreach services have worked regionally to consult on barriers to learning and provision to address these barriers.</li> <li>New policies on pupil well-being have been well received by schools and are going to Governing Bodies for adoption.</li> <li>Additional provision for school-based counselling has been commissioned via Barnardo's Cymru to provide additional capacity. A specialist counsellor has also been commissioned to deliver a counselling service to primary aged pupils.</li> <li>In response to increased need the capacity of the Engagement Service which works with schools to meet the SEMH needs of children and young people in the Vale has been increased. An additional specialist teacher has joined the team and plans are in place to employ clinical psychologist to add further expertise.</li> </ul>			

2.2 Controlling Inherent Risk				
Category	<ul style="list-style-type: none"> <li>Current Controls</li> </ul>	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>The Motional assessment tool has been purchased for schools for 3 years 2021-2024. Motional is an online tool for identifying, assessing, and improving the emotional health and wellbeing of children and young people. It builds capacity within mainstream schools to respond quickly to mental distress as pupil assessments generate activity/intervention plans tailored to the emotional health profile of the individual.</li> </ul> <p>In order to build emotional resilience of staff and schools have been provided with the following:</p> <ul style="list-style-type: none"> <li>2 x 45 minutes 'Recovery from Trauma' webinar Dr Coral Harper for all staff working in schools</li> <li>Action for Happiness initiative across all schools including resources and training for staff self-care, Keys to Happier Living journal</li> <li>Increased provision of clinical supervision for education staff working as trauma informed practitioners</li> <li>Subscription to The Happy Newspaper for all staffrooms</li> </ul> <p>In addition to the comprehensive Trauma and Mental Health Informed Schools training already commissioned and continuing 2019-22 additional training has been made available to schools as follows:</p> <ul style="list-style-type: none"> <li>'Supporting the Return to School' Trauma Informed Schools 3 hr training for all education staff</li> <li>Additional Senior Leaders Trauma Informed Schools 2-day course for all pastoral leads/heads of year in secondary schools</li> <li>Mental Health first Aid training available for all schools</li> <li>Therapeutic workshops, Play, music, OT understanding the functions of behaviour</li> </ul>			

2.2 Controlling Inherent Risk				
Category	<ul style="list-style-type: none"> <li>Current Controls</li> </ul>	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>DDP Level 1 training – for all secondary schools</li> </ul> <p>The following resources have also been made available to schools:</p> <ul style="list-style-type: none"> <li>Action for Happiness Schools Toolkit – All primary schools and Year 7 pilot group</li> <li>Rainbow Pathway – Trauma informed PSE curriculum - all primary schools</li> <li>Comprehensive library of books and resources to support emotional wellbeing</li> <li>Additional Welsh language books and resources</li> <li>Resources to support co and self-regulation including drum kits, balance boards, exercise balls, stretchy bags/tunnels and bands, floor surfers, spinners</li> <li>The Centre for Learning and Wellbeing was established in September 2021, albeit on the current site of the PRU. Also, the autism resource base opened to pupils in September in the newly constructed Whitmore High School and is providing excellent provision for those attending.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>A communication strategy in relation to the ALN Act is being developed.</li> </ul>	1	1	1
<b>Overall Effectiveness of Controls Score</b>		<b>2</b>	<b>1</b>	<b>2</b>



CR15: Additional Learning Needs Risk

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	2	1	2	2	3	6		
Resources	4	3	12	1	1	1	4	3	12		
Service Delivery & Well-being	3	3	9	2	1	2	2	3	6		
Reputation	2	3	6	1	1	2	2	3	6		
<b>Average risk score/ direction of travel</b>	3	3	9	2	1	2	3	3	9 <b>(Medium/High)</b>		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ALNR/ALNO 01 (ALN/A018)	Develop consistency of practice in the production of high-quality individual development plans (IDPs) and the corresponding arrangements necessary for monitoring and reviewing their impact on learner progress.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD/SR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Teams have been working to update information for the website. Initial meetings with corporate website design to change the website, so information is more accessible to all citizens have taken place. Further meetings to update information for all stakeholders and review the format are planned. SharePoint for all teachers is available and running, this will be updated in the autumn term. ALNCO SharePoint has been further developed on HWB, ensuring all information shared in ALNCO days, all processes and central formats are available for download.												
ALNR/ALNO 02 (ALN/A017)	Continue to work with colleagues delivering the 21 <sup>st</sup> Century Schools Programme to develop provision for ALN to meet current and projected need. This will include projects such as the expansion of Ysgol y Deri.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Autumn 2021 saw the recording of bullying incidents on 'My Concern' and subsequent automation of this data collection via 'Clarity' this has allowed for far greater analysis and risk forecasting. It is anticipated by Spring 2023 we will have year on year comparable data which will help further in plotting												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	trends, along with potential hotspots prediction. The data ensures that incidents of bullying / on-off prejudice incidents is captured for all protected characteristics.												
ALNR/ALN003 (ALN/A003)	Provide consistent and transparent information and advice about the new ALN system and develop an integrated approach to address disputes and disagreements so that they can be avoided or resolved at an early stage.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Dispute Resolution Information is available on the corporate website for ALN. This will be updated in the near future. All schools have been trained in dispute resolution and further training will be offered in the Autumn term. The ALN team meet regularly with Dispute resolution providers SNAP to discuss ongoing cases and offer help and advice.												
ALNR/ALN004 (ALN/A004)	Develop processes to enable the new way of working and improve management information systems, including IT infrastructure to ensure that both the new ALN arrangements and the old SEN	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD/SR	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	arrangements can co-exist over the implementation period.												
<b>ACTION UPDATE:</b>	The ALN team are working closely to develop systems on ONE to support the new process , for the new ALN system , whilst maintaining the old SEN system. ALN resource bases are being added to the system so that admissions and movement can be recorded and tracked accurately. An ALN portal is being developed for schools to write and collaborate on IDPs , developing an online system that should work alongside corporate systems and schools own systems.												
ALNR/ALNO 05 (ALN/A002)	Through partnership working, develop understanding across agencies of person-centred practice to facilitate collaborative discussion about needs, outcomes and provision with all concerned.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD/SR	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Well established partnerships receive on going and update training around Papp process and IDPs. Regular meetings take place to ensure all updates are shared and communicated clearly.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ALNR/ALN006 (ALN/A020)	Implement a training programme for central education staff in order to ensure readiness for the ALNET Act.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD/SR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Training for Central Education staff is ongoing around the requirements of the ALNET. Further training around the legal requirements and implementation will be needed. Regular IDP sessions have been well attended by central staff. Ongoing peer training around day to day implementation is scheduled on a needs-led basis.												
ALNR/ALN007 (ALN/A008)	In accordance with the WESP, review Welsh - medium ALN provision to evaluate sufficiency and utilise findings to enhance provision as appropriate.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The review of Welsh medium is ongoing and is informing the development of provision. A new base for pupils on the autistic spectrum has been in development over the summer term and will open in September for the start of the new term. Further work is being undertaken with a view of developing a similar provision for Welsh medium Primary schools.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ALNR/ALN008 (ALN/A013)	Develop a shared understanding between the Health Board and LAs for identifying and supporting the needs of learners with ALN (0-25).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD/SR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Meetings continue with Health to ensure a joint understanding of legislation moving forward. Health colleagues attend ALNCO training days to share information about their developing services.												
ALNR/ALN009 (ALN/A007)	Work with schools to ensure pupils are happy, safe and free from discrimination with a focus on establishing effective processes to enable the collection, analysis and response to bullying data, including incidents involving vulnerable groups and protected groups.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD/JR	March 2022	Green (On Track)
<b>ACTION UPDATE:</b>	Autumn 2021 saw the recording of bullying incidents on 'My Concern' and subsequent automation of this data collection via 'Clarity' this has allowed for far greater analysis and risk forecasting. It is anticipated by Spring 2023 we will have year on year comparable data which will help further in plotting trends, along with potential hotspots prediction. The data ensures that incidents of bullying / on-off prejudice incidents is captured for all protected characteristics.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ALNR/ALN010 (ALN/A019)	Further develop arrangements between the LA and its delivery partners for keeping under review the quality and sufficiency of additional learning provision to meet the current and future needs of its population of learners with ALN.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DD/SR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Training for the use and development of school provision maps to plan for school delivery of ALPs has begun in order to review and monitor provision for pupils with ALN. LA arrangements for to review the quality and sufficiency of LA ALPs are begin developed through the use of the ONE system. Further work with external partners will be developed on an individual basis where needed.												
ALNR/SP011 (SP/A002)	Work with Social Services, the Central South Consortium Joint Education Service (CSCJES), schools and other external agencies to strengthen our approach to engaging, involving and communicating with children and their families to deliver services that meet their learning needs within all education settings.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MH	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	The Directorate participation strategy is being developed and a senior worker has been recruited to coordinate and oversee the work within the youth service. This has formed part of the wider participation drive across the LA. Work has started on recruiting young people to the new youth voices forum, this includes discussion with harder to reach and vulnerable groups. The work with school councils is ongoing and the aim is that this will interlink with the wider strategic work under the youth cabinet, support and facilitated by the youth service.												
ALNR/SP012 (SP/A005)	Deliver and evaluate programmes and interventions aimed at addressing gaps in progress to make sure they have a positive impact on socio-economic disadvantage, disability, sex, race, Children Looked After, young carers, other vulnerable groups and other protected characteristics.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MH	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	The Local Authority have provided all schools with a template to update their Strategic Equality Plan (SEP) which is aligned to the Council's Strategic Equality Plan. This SEP for schools will support them to demonstrate how they are evaluating their school-based programmes and interventions aimed at addressing gaps in progress for vulnerable pupils.												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ALNR/SP013 (SP/A009)	Work with the Central South Consortium Joint Education Service to ensure schools receive appropriate and high-quality professional learning opportunities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MH/CP	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<ul style="list-style-type: none"> <li>• CSC professional learning (PL) offer in place for the autumn term. PL offer is continually updated and responsive to meet local, reginal and national needs. It includes events, programmes and networks, and is a blend of in person and e-learning, live and on demand.</li> <li>• Participation of Vale schools in funded projects in the process of being finalised. Initial involvement includes 17 schools across 25 projects.</li> </ul>												
ALNR/SP014 (SP/A008)	Work with the Central South Consortium Joint Education Service to ensure Improvement Partners identify readiness of schools for implementation of the curriculum by September 2022 and provide appropriate on-going curriculum development support beyond September 2022.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MH/CP	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	<ul style="list-style-type: none"> <li>Improvement Partners (IPs) providing ongoing support for schools in relation to the process of adopting their curriculum and assessment arrangements and development and publishing of curriculum summary statements</li> <li>IPs currently developing Curriculum for Wales (CfW) commentary to ensure accurate understanding of the position of every school's roll-out.</li> <li>Successful CfW conference held 29 June 2022 - 57 participants engaged from Vale schools.</li> <li>Support has been scoped and delivered during this summer term to both primary and secondary schools in the St Cyres, Stanwell, Pencoedtre, Ysgol Gymraeg Bro Morgannwg clusters, as well as to the primary schools in the Cowbridge cluster.</li> </ul>												
ALNR/SP015 (SP/A013)	Work across our schools and youth services to meet the needs and respond to the social, emotional and mental health difficulties of children and young people including work on trauma informed approaches and the Whole School Approach to Mental Health and Well-being.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MH/MD	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Work is underway to draft a Social Emotional and Mental Health policy for the directorate and schools which is constructed with professionals and young people. A scoping exercise has also been commenced to consider how schools are progressing with the whole school approach as well as developing actions in light of participating in Perform and Grow. The Barry and Penarth clusters have both undertaken this and the rural Vale are about to embark upon the sessions.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
ALNR/SP016 (SP/A015)	Work in partnership to deliver EOTAS provision which ensures our most vulnerable learners not in education settings are able to access a curriculum that meets their needs and allows them to progress at a rate appropriate with their age and ability.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MH/MD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	New term plans are in place for Sept22 academic year, a balance of preventive and reactive provision has been contracted to ensure learners have a varied offer of EOTAS intervention and support. QA processes are in place with providers and new systems have been implemented to monitor and track EOTAS learners on a termly basis rather than once a year as part of the Welsh Gov. EOTAS return. The EOTAS/Pupil Engagement strategy is in place which will be reviewed in Sept 2022 in line with adding the new Alternative Education brochure 22-23 which is currently under development.												

Appendix 16 Corporate Risk 16: COVID-19 (Coronavirus)

1 – Risk Overview	
1.1 Risk Description	<p>COVID-19 is an infectious disease caused by a newly discovered coronavirus. The first case of the disease was first reported in China during December 2019, but very quickly spread throughout the rest of the world. Consequently, the World Health Organisation declared Coronavirus (COVID-19) to be a global pandemic that required a consistent and collaborative response.</p> <p>The first cases were first seen in the UK in February 2020 but by the middle of March 2020 the cases and associated deaths began to rise significantly, and it has been described as the ‘worst public health crisis in a generation’.</p> <p>Most people infected with the corona virus will experience a mild to moderate respiratory illness and recover without requiring special treatment. However, older people, and those with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are more likely to develop serious illness. During March 2020 ONS data shows that, of the deaths involving COVID-19, 91% of these deaths were amongst people who had at least one pre-existing condition. This places significant strain on the NHS and social care sector in terms of their capacity to meet demand for care. To not overwhelm our Health Service at this most critical time, the Government introduced a series of unprecedented ‘lockdown’ measures at the end of March to manage and slow its spread.</p> <p>Lockdown and social distancing measures have had a positive impact on slowing the spread of the virus, however, in turn these interventions had a huge impact on all aspects of daily life as well as the economy. The social and economic cost of the crisis has been significant.</p> <p>The demands on our workforce and financial resources are significant features of this risk. Our workforce is our greatest asset, so a key element of managing this risk also needs to be safeguarding our workforce so we can keep them well and can maintain continuity of service. This risk also challenges us in terms of how we utilise our assets and how we operate our services by maximising technology to do this, where possible.</p> <p>Now that this risk has evolved, our focus has shifted towards our recovery. The risk this poses going forward is one of capacity to address the longer-term impacts of the pandemic on our services, citizens, and communities.</p> <p>The Council’s recovery from Covid has not be linear, as it has been influenced by various challenges that at times may impede our recovery and at other times present us with opportunities. Regular review and updating of this risk will enable the Council to ensure this risk remains current and will enable us undertake horizon scanning in relation to potential threats and additional emerging issues as this risk evolves whilst shaping our strategic response. Despite the uncertainty that lies ahead, the crisis has provided local authorities with an opportunity to reflect on how services are operated and delivered to our citizens. Seizing opportunities to improve the efficiency</p>

and effectiveness of our services will enable us to emerge from the crisis a stronger and more resilient organisation.						
<b>1.2 Risk Owner</b>		<b>Corporate Management Team</b>				
<b>1.3 Impact on our contribution to the Wellbeing Goals</b>						
<b>A Globally Responsible Wales</b>	<b>A Prosperous Wales</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture and Thriving Welsh Language</b>
Yes	Yes	Yes	Yes	Yes	Yes	Yes

<b>1.4 Risk Categories</b>		
<b>Categories</b>	<b>Yes/No</b>	<b>Definition</b>
<b><i>Political &amp; Legislative</i></b>	Yes	<p>Political and legislative repercussions of failing to discharge our statutory functions and comply with statutory requirements of service delivery.</p> <p>Political and legislative repercussions of not fulfilling our requirements as outlined in the Constitution.</p> <p>Failure to provide a consistent and timely leadership in response to the pandemic that is out of step with national policy.</p> <p>Failure to utilise our expert knowledge of our communities to make timely decisions in how we deliver services to meet the needs of our most vulnerable communities.</p> <p>The pandemic brings with it an increased risk of challenge and the potential for litigation.</p> <p>Inability to adapt our democratic/governance processes quickly and effectively to ensure timely decision-making and effective business continuity. Any adaptations to decision making/governance processes as a result of lock down restrictions would need to be robust and in keeping with our constitutional requirements, ensuring openness and transparency.</p>
<b><i>Resources</i></b>	Yes	<p>Insufficient funding available that can be used to meet unprecedented demand in our most critical services e.g. social care services. Effective financial management will be essential to respond monitor and prioritise the resourcing of a breadth of services where there are competing demands.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Uncertainty regarding the funding support from Welsh Government in the wake of the pandemic and its impact it has had on our services and citizens.</p> <p>Rising costs associated with sourcing supplies via our supply chain (e.g. Personal Protective Equipment (PPE) etc.) and services (contracted out services/agency staff costs) will place further pressure on budgets.</p> <p>Financial viability of some of our key service delivery partners as we move from response to recovery.</p> <p>Failure to mobilise our assets, technology and workforce resources across our council departments and organisational boundaries to new ways of working in the aftermath of the pandemic in a cost effective and efficient way.</p> <p>Inability to manage demand and sustain critical services due to a loss of staff from the front line due to illness. e.g. Social Care staff, Teachers etc.</p> <p>Workforce shortages of specialist key staff impacting on our ability to deliver statutory service functions where redeployment from other areas is not possible. e.g. Social Workers.</p> <p>Inability to execute contingency plans consistently across service areas due to a lack of available resources.</p> <p>Inability to source from our supply chains appropriate levels of PPE to be distributed to our frontline workers and other providers.</p> <p>Financial impact of the crisis on the voluntary sectors impacting on their capacity and ability to provide support to citizens and communities.</p> <p>Lack of capacity to seize opportunities to explore and develop new ways of working to transform services that are fit for the future. Financial, asset and workforce challenges could impede our progress in improving the quality and efficiency of our services and jeopardise the viability of our services in the future.</p> <p>Risk that the existing workforce lacks the skills required to transform services that are fit for the future. For example, any further expansion of the digital agenda will require whole scale upskilling of the workforce and the development of a new set of skills that may not already be present in the workforce. Any emerging skills gaps could impede our progress in improving the</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>quality and efficiency of our services and jeopardise our recovery and the viability of our services in the future.</p> <p>COVID-19 presents an increased risk of cyber-attacks and the potential for fraud. During the crisis, threats have been increasingly targeted at those working from home with more sophisticated attacks being identified and reported more frequently. This not only undermines the integrity of our systems, but places increased pressure on our resources to keep a step ahead of cyber threats and fraudulent activity.</p>
<b><i>Service Delivery and Wellbeing</i></b>	Yes	<p>Failure in our duty to ensure the safety and well-being of our most vulnerable citizens and an inability to meet their basic needs.</p> <p>Failure to provide education to school pupils, via distance learning for children self-isolating with Covid.</p> <p>Failure to maintain/oversee quality assurance mechanisms associated with managing and monitoring service delivery by Third Parties to citizens in our communities.</p> <p>Failure to safeguard the principles of social inclusion as a result of the crisis and effectively support the most vulnerable groups on the edge of society.</p> <p>Detrimental financial impact of the crisis on the sustainability of the local economy/businesses to survive and financially recover from the impact of the pandemic.</p> <p>Increased incidences of family abuse, neglect and domestic violence, places increased pressure on our safeguarding services.</p> <p>Combined financial impact of Covid and Cost of Living crisis on our residents. Any detrimental impact to their finances could impact on their ability to pay their mortgages/ sustain tenancies, pay bills and afford food. This in turn puts our benefits and housing and homelessness services under increased pressure to source solutions that will enable them to continue to live in their homes, prevent homelessness and access food.</p> <p>Increased demand and lack of capacity within reablement services in the community to support the step down from critical care in hospitals which will can impact on an individual's ability to recover and regain their independence.</p> <p>Inability to maintain new and innovative services and ways of working that have developed during the pandemic, which have</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>proved essential for certain groups of individuals but for which future funding is not available to continue at the current time (e.g. homelessness).</p> <p>Failure to take advantage of the opportunities to transform services as a result of lessons learnt from the Council's response to COVID-19.</p> <p>Risk of contractual delay to key capital projects/construction projects due to COVID. For example, Labour and supply chain issues could cause construction projects to be delayed or contractual obligations not be met.</p> <p>Failure of a contractor to perform their contractual obligations in light of COVID-19. Non-performance could be caused by labour shortages, reduced productivity, and/or disruption to the supply chain..</p> <p>Economic impact of COVID-19 on contractors/providers could threaten their viability and ability to fulfil contractual obligations and potentially result in contractual failure.</p> <p>Impact of pandemic on the demand for sports and leisure activities and in particular those requiring access to exercise referral programmes to support their health and wellbeing and recovery from illness.</p> <p>The pandemic has shifted our focus towards maximising our use of technology to deliver services, which increases the risk of digital exclusion. This could potentially disadvantage our most vulnerable and deprived citizens who do not have access to online services.</p>
<b>Reputation</b>	Yes	<p>Failure to communicate effective, clear and consistent messages to our key partners and other stakeholders could undermine the effectiveness of our recovery from the pandemic and result in a poorly orchestrated delivery of services at a critical time.</p> <p>Loss of confidence and trust by the public as a consequence of lack of clarity and transparency of key measures and its impact on any future compliance with public health measures.</p>



2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>4 (Almost certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>











2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<ul style="list-style-type: none"> <li>An extended Corporate Management Team, CMT Gold, maintain ongoing oversight and development of our strategic response to the developments associated with the crisis.</li> <li>Emergency Planning Team and processes are an intrinsic part of the Gold arrangements.</li> <li>Regular briefings and updates provided by the Managing Director and the Leader to all Members, WLGA and Welsh Ministers on our position and response to the crisis.</li> <li>Directors in regular liaison with professional bodies and national forums to understand the latest policy position relevant to their area.</li> </ul>	2	2	4
<b>Resources</b>	<ul style="list-style-type: none"> <li>Critical services reviewed and prioritised for resourcing.</li> <li>All staff where it is practical have been enabled to work from home.</li> <li>Systems have been put in place to collect financial information in a timely manner to ensure accurate grant claims</li> </ul>	2	1	2

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>are submitted to the Welsh government on a monthly basis.</p> <ul style="list-style-type: none"> <li>• Where possible and required, deferred payment arrangements have been put in place in relation to council tax on business rates to provide financial support in the community but also to ensure cash flow for the council.</li> <li>• Procurement arrangements have been amended to ensure that the council is able to access services / goods as quickly as possible to ensure ongoing service delivery.</li> <li>• PPE provided and appropriate social distancing measures in place where working from home not practical.</li> <li>• Significant advice from HR published on our intranet, including new well-being and working from home guidance.</li> <li>• Risk assessment for office accommodation published.</li> <li>• Risk assessment completed for BAME colleagues.</li> <li>• Worked with the Welsh Government and the Local Health Board to secure a supply of PPE</li> <li>• Engaged effectively with private suppliers to source additional PPE.</li> <li>• Actively sought the redeployment of staff to four vital service areas: residential care, waste and cleaning services and customer support.</li> <li>• Investment in ICT developments to enable home working.</li> <li>• Updated guidance on annual leave, flexi leave, and TOIL that has been published to reflect and adapt to the changing circumstances.</li> <li>• Recovery Strategy approved by Cabinet that has been used to inform recovery focused Annual Delivery Plan actions.</li> <li>• Localised Recovery Planning priorities have been identified and reflected within the Annual Delivery Plan for 2021/22.</li> <li>• Isolation beds were utilised and reviewed and unit will transform into Bridging Unit from January 2022 to accommodate discharges of people waiting for community care packages.</li> </ul>			

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Service Delivery &amp; Well-being</b>	<ul style="list-style-type: none"> <li>Worked with our schools to co-ordinate the establishment of childcare hubs for the children of key workers across schools throughout the Vale.</li> <li>Worked with schools to enable catch up and check in facilities during the latter part of the summer term.</li> <li>Worked with schools to facilitate risk assessments associated with reopening schools from September.</li> <li>Food voucher system has been established that ensures all those children and young people who will normally receive free school meals will not miss out.</li> <li>The Business Rates team, with support from staff in Regeneration, have completed a significant piece of work to administer the various national grants being made available for businesses ensuring that over £25m of funding was received by over 2,500 businesses in the Vale.</li> <li>Worked in collaboration with GVS to launch <a href="#">Vale Heroes</a>, a new service directory that brings together information regarding volunteering in our communities and sources of assistance with food and other supplies.</li> <li>Established a Crisis Support Team who are contacting individuals who have been advised to shield, to establish their support needs and if they need any assistance with accessing additional help, food and medications.</li> <li>Coordination of food parcel deliveries to shielding people with no other form of support.</li> <li>For residents who have not been asked to shield for 12 weeks but are vulnerable and in crisis the Council has established a dedicated COVID Crisis Support Line to</li> </ul>	2	1	2

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>ensure that they also receive the necessary support.</p> <ul style="list-style-type: none"> <li>• Housing/Homeless Service secured temporary hotel accommodation to provide shelter for homeless people.</li> <li>• Secured donations from private and charitable organisations to support the provision of food to families and people who are vulnerable.</li> <li>• New services have been put in place to support homeless people throughout the lockdown. This is involved providing single person accommodation and support for individuals. This has been funded via short term revenue support from the Welsh Government.</li> <li>• The Council's Communications Manager is the Communications lead for a range of regional groups responding to the coronavirus pandemic.</li> <li>• A Community Impact Assessment and a Economic Impact Assessment dashboards are regularly updated and discussed at SLT. Dashboard data is also regularly disseminated and shared with staff via weekly messages from the Managing Director.</li> <li>• Within Social Services, vaccinations have been made available in a timely and coordinated way, with the majority of staff having received both vaccinations. Lateral Flow daily tests have been circulated to all frontline staff with encouragement to test twice weekly.</li> <li>• Recommended respite services to support resident's physical and mental health.</li> </ul>			
<b>Reputation</b>	<ul style="list-style-type: none"> <li>• Tannoy trucks have been used to broadcast the key messages to the public of #StayHome-StaySafe demonstrating that the Council is at the forefront of the response to COVID-19.</li> </ul>	2	1	2

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<ul style="list-style-type: none"> <li>Managing Director issues weekly communications/updates to staff on the ongoing developments and advice on any changes to working practice.</li> <li>Communications Plan has been developed in response to this crisis that ensures that regular updates are provided to public, business owners and other key stakeholders on key developments on a daily basis by maximising the use of all our key communication channels.</li> </ul>			
<b>Overall Effectiveness of Controls Score</b>		<b>2</b>	<b>1</b>	<b>2</b>

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	2	2	4	2	2	4		
Resources	4	3	12	2	1	2	2	3	6		
Service Delivery & Well-being	4	3	12	2	1	2	2	3	6		
Reputation	3	3	9	2	1	2	2	3	6		
<b>Average risk score/ direction of travel</b>	4	3	12	2	1	2	2	3	6 (Medium)		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term			
CVR/PB001 (PB/A039)	Work in partnership regionally and nationally to continue to respond to and recover from the effects of the COVID-19 pandemic.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	T Bowring	March 2023	Green (On Track)
CVR/HR002 (HR/A014)	Work in partnership regionally and nationally to continue to respond to and recover from the effects of the COVID-19 pandemic, with a focus on health and safety for schools and vaccinations.									TD			
CVR/NS003 (NS/A029)	Work with partners regionally and nationally including Legacy Leisure, Community Associations, Schools and the Health Authority to respond to and recover from the effects of the COVID-19 pandemic. This will include continuing to work with passenger transport providers to meet needs and encourage public transport use, supporting leisure centres and contractors with their recovery programme.									ER			

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	<p>In relation to co-ordinating a regional/national response and recovery, a robust regional network is in place via the Warning and Informing group of the South Wales Local Resilience Forum. The group is used to coordinate various regional and national messaging across organisations. Human Resources- Partnership work continue to develop across organisational boundaries such as the UHT and Social Care Wales to support Covid recovery in schools and relation to social care services.</p> <p>Within Neighbourhood Services we have continued to work with bus operators to encourage passengers to use services. Regional work continues with TfW and WG to enable BES funding which picks up operators’ revenue shortfall as a result of COVID. The recovery fund provided by Sports Wales has seen the completion of two new important facilities - the outdoor area at Barry Leisure Centre and the Tennis Courts at Romilly Park - these will now provide exciting additional recreational activities.</p>												
CVR/AS004 (AS/A020)	Enable safe discharges from hospital that considers the impact/consequences of Covid-19 through models of care which provide choice and control for service users.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	<p>The team continue to support people to be safely discharged from hospital wherever possible and in a suitable timeframe. However, the challenges associated with the domiciliary care market means that those we support remain in hospital for longer. We are aware of the proposal to provide interim care placements but remain concerned that this expedites a person’s access to long term residential care, rather than maintaining them in their own home. We have also experienced high demand for social work assessment in our integrated discharge service and have had some waits for allocation/assessment.</p>												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/AS005 (AS/A024)	Agree and implement the future operating model for AS in the context of the Council's Transformation agenda and 'Eich Lle'- 'Your Space' project.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	First Meeting of the new workstream has taken place. Terms of Reference agreed. Initial review of accommodation needs previously submitted has been undertaken and in the process of revisiting and amending accordingly.												
CVR/CS006 (CS/A007)	Work in partnership locally, regionally and nationally to respond to the specific pressures associated with the management of higher levels of demand alongside the scarcity of resources (specifically workforce and placements).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Additional posts created with recruitment completed or underway. Two residential provisions on track to go live by year end. Foster carer recruitment activity to be collated at end of Q1. Regional plans to recruit permanently to regional fostering roles with a renewed focus on our shared priorities.												
CVR/RMS007 (RMS/A010)	Recruit and retain staff to enable reopening of the reablement service within residential care.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Progress has been made to create a relief 'bank' in collaboration with HR, Comms and Lifecycle, contact system options have been explored and advert content agreed.												
CVR/RMS008 (RMS/A011)	Establish a PPE management team to embed processes to ensure co-ordinated supply to relevant teams and settings across the council.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The PPE management team has been established and a supply and distribution centre continues to be in operation.												
CVR/RMS009 (RMS/A012)	Reopen the 'Bay Unit' at Ty Dyfan as a bridging unit between hospital and home to mitigate capacity issues within the market.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP	March 2023	Amber (Minor slippage)
<b>ACTION UPDATE:</b>	Plans to re-open the Bay as bridging unit are currently on hold.												
CVR/FS010 (FS/A020)	Support and deliver Welsh Government funding to address COVID recovery and community needs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Welsh Government Covid Claims successfully submitted for Months 1-3.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/FS011 (FS/A019)	Continue to develop the Capital Programme and the use made of the Council’s assets to support recovery and economic growth including the proposed non treasury investment strategy.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB	March 2023	Green (On Track)
CVR/NS012 (NS/A019)	Review the Capital Programme and the use made of the Council’s assets to support recovery and economic growth including the consideration of an investment strategy and work to deliver the projects identified in the Council’s Capital Programme for 2022/23.												
<b>ACTION UPDATE:</b>	Within the Finance Division, Governance arrangements for the Council's Investment Strategy continue to be under development and will be put in place in Quarter 2.												
CVR/FS013 (FS/A005)	Review the inflationary pressures impact on the affordability on construction schemes as part of Capital Monitoring and the Capital Strategy.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MB	March 2023	Amber (Minor Slippage)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Initial work has commenced to identify the status of tendering of the capital programme, existing a and emerging cost pressures. Iterative work to support project managers in retendering, value engineering and scheme redesign is undertaken through regular monthly capital monitoring. Whilst the delivery profile shows as amber the completion percentage reflects the expected profile of delivery.												
CVR/HS014 (HS/A022)	Work with partners to mitigate the impact of COVID-19 by continuing to facilitate the Homelessness Coordination Cell meetings fortnightly so that any issues are identified early, and the appropriate preventative action is taken.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MI/NJ	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Bimonthly meetings of Coordination Cell continue to take place and are attended by WG Officers and local partners. Actions are agreed in relation to temporary accommodation and related services affected by the Covid response. Funding to support the continued use of B&B accommodation for single homeless people will reduce from the end of September 2022, meaning that just the Holiday Inn Express will be available. A Rapid Rehousing Officer is being appointed to work intensively with single people in B&B and PRS temp accommodation, in order to expedite move on and minimise use of rooms.												
CVR/HR015 (HR/A001)	Support organisational-wide change as part of the Council’s new Transformational	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TD	March 2023	<b>Green (On Track)</b>

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term			
	Change Programme, COVID recovery, Brexit and the climate and nature emergencies including any HR and OD issues that may arise.												
<b>ACTION UPDATE:</b>	The implementation of the Oracle system is ongoing with significant work being undertaken by the various teams to ensure the system will be live towards the end of this calendar year. An Occupational Health system is also being introduced, with the contract agreed in Q1, with implementation starting in Q3. We are also in the process of reviewing the Workforce Strategy which includes a Recruitments & Attraction policy and grading with the Heads of Service, to agree a way forward over the coming months.												
CVR/LD016 (LD/A003)	Continue to maintain service continuity of business-critical services in line with the Legal Services and Democratic Services Business Continuity Plans (in line with available resources).	✓	✓	✓	✓	✓		✓	✓	✓	DM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Service continuity of business-critical services continues to be maintained in line with the Legal Services Business Continuity Plan (in line with available resources). Review scheduled by Legal services Q2 2022/23.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/RP017 (RP/A017)	Identify further opportunities to expand the use of underused and empty spaces for use by local businesses, creative and co-working communities across the Vale with a key focus on town centres.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG/PC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Guidance for Welsh Government's Transforming Towns, Placemaking grant 22/23-24/25 was published in June 2022. This is now a competitive fund and candidate projects are being scoped. Outreach work to commence in Q.2 for the Transforming Towns Loan Scheme (Cowbridge Town Centre).												
CVR/RP018 (RP/A019)	Identify grant support for businesses and investment in regeneration projects in town centres.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG/PC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Grant funding programmes for town centres have been included as a priority within Shared Prosperity Fund for later in 22/23. The Council will also be establishing a small maintenance fund for Holton Road businesses to improve Facades etc. Funding has also been identified for Cowbridge to allow a loan product to be launched to support the conversion of longer standing empty properties in the town.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/RP019 (RP/A014)	Work with partners including Welsh and UK Governments to deliver a programme of economic growth and recovery in Barry ensuring a diversity of both business and education facilities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MG	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	LDP review commenced / identification of vision and objectives to incorporate sustained economic growth, with Barry being the primary settlement. Flexible approach to planning applications to enable businesses to re-locate. Working with private sector to deliver mixed use regeneration projects and new 21st Century schools including Barry Waterfront. Work with other Council service areas to prepare LUF and SPF bids. Continue to work with Welsh Government to ensure delivery of zero carbon modern educational facilities. The focus of the £19.9M bid to Uk Government will focus on Barry Waterfront and the Barry Growth Programme will be completed by October 2022. The Town Centre will be a specific priority within this programme.												
CVR/NS020 (NS/A030)	Work with Passenger Transport operators and the City Region to increase bus service provision to meet demand.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ER/MC/K P	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Opening meeting held with Welsh Government/Transport for Wales on the South- East Wales bus network review.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/NS021 (NS/A005)	Refresh supply chain mapping for all priority one service areas requiring a Business Continuity Plan to identify source of transport/logistic arrangements for the supply of key products/materials and utilise lessons learnt from our COVID-19 experience and access to PPE supplies to secure additional COVID-19 vaccinations, PPE and testing kits (LFTs) for staff as required.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ER/GG/CS/MC/BT/JL	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	PPE Supplies available via the corporate resources as well as LFT available from reception areas.												
CVR/NS022 (NS/A017)	Support our town centres to recover and adapt following the effects of COVID-19, by improving green spaces, public areas and transport infrastructure.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ER/MC/NT/CH/JG/LE	March 2023	Red (Slipped)
<b>ACTION UPDATE:</b>	No update available.												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term			
CVR/SRS023 (SRS/A004)	Implement the actions within the Directorate Recovery Plan to address the impact of COVID-19 on our services, service users and their families and communities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	HP	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The service continues to work with partners in managing high risk settings for the regional team aspect of Trace Track Protect.												
CVR/SRS024 (SRS/A011)	Work in partnership to respond to the Covid-19 pandemic by leading on the Test, Trace, Protect service, supporting businesses and high-risk care settings to operate safely and enforcing regulations and self-isolation requirements.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	CH/JB/W L	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The service continues to work with partners in managing high risk settings for the regional team aspect of Trace Track Protect.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/ALN025 (ALN/A014)	Work with third sector partners to further develop the School and Community Based Counselling service for vulnerable children, young people and families, seeking to expand the offer to provide both primary and digital offers.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	<p>Following a full commissioning process Barnardo's won the new School and Community Based Counselling service (SBC), the new model started in June 2022.</p> <p>Reporting periods for SBC services are done termly so Q1 is restricted in what data is available.</p> <p>4 therapists have been employed to deliver therapeutic interventions to primary aged children. Individuals are working between 1 and 3 days per week. A therapy room is under development within the CEC.</p> <p>Luna Play has been commissioned to deliver therapeutic play work in 4 primary schools. Summer term they have provided 2 days in Oakfield and Cadoxton and run a therapeutic intervention programme for parents. These will be reviewed over the Autumn term. Progress has also been made to offer one day therapy in St Athan and Holton primaries.</p> <p>Barnardo's are running Bounce Back across two secondary schools during the summer term. Evaluation due August 2022. This will explore the impact of lower-level intervention on counselling waiting lists.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/ALN026 (ALN/A007)	Work with schools to ensure pupils are happy, safe and free from discrimination with a focus on establishing effective processes to enable the collection, analysis and response to bullying data, including incidents involving vulnerable groups and protected groups.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	JR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Autumn 2021 saw the recording of bullying incidents on 'My Concern' and subsequent automation of this data collection via 'Clarity' this has allowed for far greater analysis and risk forecasting. It is anticipated by Spring 2023 we will have year on year comparable data which will help further in plotting trends, along with potential hotspots prediction. The data ensures that incidents of bullying / on-off prejudice incidents is captured for all protected characteristics.												
CVR/ALN027 (ALN/A006)	Work in partnership with schools, Welsh Government and other partners including the third sector to ensure that school staff access the necessary professional learning and guidance to adopt a proactive approach to all forms of discrimination including issues such as peer-on-peer sexual harassment,	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	JR	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integation	Collaboration	Involvement	Prevention	Long-Term			
	including homophobic, biphobic and transphobic bullying and harassment, racism and body shaming.												
<b>ACTION UPDATE:</b>	A series of 1-day workshops facilitated by Barnardo's focussing on Harmful Sexual Behaviour (HSB) in school settings was delivered in May/June/July to over 100 school & Directorate staff. A workstream is underway to secure LA support for L&S Directorate to be Stonewall Children & Young Persons Champions , supporting the rights of LGBTQ+ learners, ensuring our policies and places of learning are welcoming and pay due attention to the needs of people of all protected characteristics.												
CVR/ALN028 (ALN/A021)	Implement the new Welsh Government Employability Strategy to ensure that employability provision meets the future needs of young people and adults in the Vale of Glamorgan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MD	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	The employability team are implementing several actions to contribute to 4 of the 5 key areas noted by Welsh Government.  Young people realising their potential – Through WG CfW funds the Young Peoples Guarantee (YPG) is being used locally and regionally to explore what this new requirement will look like. A plan was submitted to WG and accepted and focusses on a current model to a future model. A regional (CCR) group is having regular workshops has been set up to explore how this fits with the requirements of the Engagement and Progression Framework and												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	<p>the commitments on the Youth Service. At a local level work continues with partners like Careers Wales and Working Wales to see how this can progress.</p> <p>A small plan has been put in place to take forward a Kickstart modelled programme and work has started to take that forward. Tackling economic inequality: CfW team have two nominated officers to act as Disabled Peoples Employment Champions, promoting and influencing employers and providers who are seeking to employ disabled people. They also act as an information source for the rest of the team.</p> <p>A proposal within the Shared Prosperity Bid is also seeking to develop a small team to support disabled individuals into a supported employment placement. This work also fits the key objective of Supporting people with a long-term health condition, in addition other parts of the SPF proposal will also aim to offer wellbeing support and volunteering opportunities to aid people into employability provision.</p> <p>Nurturing a learning for life culture; The team continue with a joined-up approach with ACL putting in place a raft of courses at various levels to support people on their journey to employment.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/ALN029 (ALN/A027)	Ensure specialist provision continues using online technology for assessments and reviews where possible ensuring that ALN needs are addressed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SR	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Training for online systems has been rolled out to most specialist provisions. Further computers have been purchased to ensure that all specialist provisions have access to online systems. Training is planned for the Autumn term on these systems. Further development of tracking and reporting will be developed over the year. New assessment methods are being considered and investigated in relation to the new curriculum. Online systems for monitoring ALP across schools are being investigated, alongside the development of the IDP portal.												
CVR/ALN030 (ALN/A015)	Utilise the Children and Communities Grant to target interventions to support children, young people and their families ensuring that services respond to demand and have a positive impact on socio-economic disadvantage and other protected groups.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MD	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	CCG continues to fund a wide variety of C&YP services. Welsh Government extended early help funds for 2022/23 to support early intervention activities. This has supported additional mentoring services for children, a project to support children who have experienced domestic abuse and a family support course for those who have also experienced DV, plus the delivery of a course focussed on families with late diagnoses of ASD.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term			
	<p>Funding for these projects to continue have been agreed by WG for 2022/23. Both Flying Start and Families First projects also saw staffing increases. All projects continue to report regularly and delivering what is expected.</p> <p>Close working with WG has ensured that connectivity with their future plans continue to complement existing CCG projects/programmes in the LA ensuring no duplication.</p> <p>Childcare Development Fund (CDF) continues to be jointly managed across 2 CCG project leads to ensure it compliments existing childcare services, with a focus on children with developmental delay and learning difficulties.</p> <p>Plans for the role out of the 2-year-old Childcare Fund have been accepted and placements will be initiated from September.</p> <p>The Out of court Disposal has been connected into the shared FF/FS parenting service forming part of/or directly complement existing CCG programme going forward.</p> <p>Monitoring has been ongoing and FF RBA report cards are due early July 2023 and will reflect the progress and impact of services.</p> <p>The Summer of Fun funds have been confirmed and officers have ensured a comprehensive offer for Summer 2022advertised on the FIS and Council website.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/SP031 (SP/A005)	Deliver and evaluate programmes and interventions aimed at addressing gaps in progress to make sure they have a positive impact on socio-economic disadvantage, disability, sex, race, Children Looked After, young carers, other vulnerable groups and other protected characteristics	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MC/CP	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The Local Authority have provided all schools with a template to update their Strategic Equality Plan (SEP) which is aligned to the Council's Strategic Equality Plan. This SEP for schools will support them to demonstrate how they are evaluating their school-based programmes and interventions aimed at addressing gaps in progress for vulnerable pupils.												
CVR/SP032 (SP/A008)	Work in partnership with the Central South Consortium Joint Education Service to prepare our schools for the introduction of the new education curriculum in 2022 recognising the impacts of COVID-19 measures on continuity of learning and the well-being of learners and school-based staff.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MH	March 2023	Green (On Track)



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	<ul style="list-style-type: none"> <li>• Improvement Partners (IPs) providing ongoing support for schools in relation to the process of adopting their curriculum and assessment arrangements and development and publishing of curriculum summary statements</li> <li>• IPs currently developing Curriculum for Wales (CfW) commentary to ensure accurate understanding of the position of every school’s roll-out.</li> <li>• Successful CfW conference held 29 June 2022 - 57 participants engaged from Vale schools.</li> <li>• Support has been scoped and delivered during this summer term to both primary and secondary schools in the St Cyres, Stanwell, Pencoedtre, Ysgol Gymraeg Bro Morgannwg clusters, as well as to the primary schools in the Cowbridge cluster.</li> </ul>												
CVR/SP033 (SP/A014)	Work in partnership with the Central South Consortium Joint Education Service to support our schools to minimise exclusions and enhance attendance whilst recognising the impacts of COVID-19.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	KM	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	<p>Attendance remains a concern post covid especially at secondary level but we have now appointed and are inducting 6 new officers to work from September 20223 as an interim tier of support for attendance as LEOS – engagement and attendance liaison officers. These posts will be part of the inclusion team but will work in schools and in the home to support attendance. This will then create an early intervention tier of support and enable inclusion officers to focus on more entrenched cases and where penal measures may be needed now that this is again endorsed in extreme cases by WG. Despite the impact of covid the overall number of days lost to FTE is comparable to pre covid figures which is positive since many learners at risk of FTE were dysregulated and negatively impacted by the lack of structure in lock downs etc. There has been extensive roll out of training on exclusion and inclusion by the inclusion team and also of restrictive practices and the focus on alternatives to exclusion that this includes such as segregation of learners following behaviour issues. the LA had anticipated that there would be significantly more FTE due to the impact of covid and also a reset and greater emphasis on ensuring all FTE were formally recorded and there was a nil acceptance of unlawful / soft exclusions.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
CVR/SP034 (SP/A016)	Work with others to support employment and the development of skills for the future including the delivery of initiatives such as Inspire to Work (I2W) and Inspire to Achieve (I2A), with a focus on prevention (i.e. those at risk of becoming NEET/ those classed as NEETs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MD/RJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Youth Service has been reshaped to create a pre16 programme aimed at working with those most vulnerable and on a preventative scale. The project will use the early identification toolkit data within schools to identify those needing support and aimed at engaging them in school and improving attendance and attainment. This will support the skills within those learners and support the Cap 9 whilst developing wider skills for post16 options. As above models change for employability we will only monitor and track Tier 0/1 (unknown) young people and support them to transition and reach post16 services.												
CVR/SP035 (SP/A017)	Work in partnership involving pupils, parents and other stakeholders to develop a whole school approach to tackling food poverty in schools and contribute to the Move More Eat Well Plan through schemes such as the	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	MH	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	Winter of Well-being programme and Reform of the School Day pilot.												
<b>ACTION UPDATE:</b>	As a LA, we submitted a successful bid as part of Welsh Government's 'reform of the school day' pilot. Out of 13 schools selected from across Wales, five were Barry schools (Pencoedtre, Holton, Cadoxton, Oak Field and Colcot). Working in collaboration, the schools developed a joint timetable and extended their school days to provide additional learning and wellbeing opportunities and activities to vulnerable pupils outside of normal school hours, both before and after the school day. Activities included music, cooking, sport, arts and crafts and pupils were also provided with healthy meals. 420 pupils from 4-year groups participated. Similarly, WG's winter of wellbeing programme allowed schools to provide additional opportunities that children may otherwise have not been able to access.												
CVR/SL036 (SL/A021)	Support schools to operate and maintain COVID control measures to ensure the safety of learners and school staff whilst at school.	✓	✓	✓	✓	✓	✓	✓	✓	✓	TB	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Ongoing and part of business as usual in supporting those undertaking safeguarding duties												
CVR/SL037 (SL/A006)	Continue to support schools to manage their budgets and identify creative solutions to ease increased resource pressures arising from COVID and cessation of the Welsh	✓	✓	✓	✓	✓	✓	✓	✓	✓	TB	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	Government COVID hardship funding from April 2022.												
<b>ACTION UPDATE:</b>	During quarter on we have been working with schools in order to ensure all school budgets are agreed and plans are confirmed for any surplus balances. A report will be made to L & S DMT in quarter two to consider the position in more detail. One school causing concern has had a series of meetings to explore ways of developing a budget recovery plan. Support from Mentor headteachers, HR, finance and other Learning & Skills colleagues is available to the school in question												
CVR/SL038 (SL/A004)	Engage and support schools with remote learning provision and new technologies to maximise access to learning and minimise inequalities for learners.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/SG	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	<p>1. We are exploring next generation MIS options for schools, with a current pilot (Arobor's MIS solution) being run in 3 Vale schools. A second pilot is due to kick off in September, to undertake a complete review of another product (Bromcoms MIS solution). Both systems are cloud-based products and would be a direct replacement to SIMS.net.</p> <p>2. We are awaiting delivery of devices and large format displays, procured across all Vale schools under the 2022-23 Hwb funding, we are hoping to roll-out these devices over the summer.</p>												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	3. We are working with the network and server teams, with the hope of migrating our education VM's to new corporately managed hardware, thus allowing us to decommission our aging legacy server environment.												
CVR/SL039 (SL/A001)	Implement the Council’s new Digital Strategy, focusing on expanding online services and the range of digital methods used to engage and communicate with Vale of Glamorgan citizens, whilst reducing office space and travel.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/NW	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Meetings have been initiated to discuss the implementation of a new Digital Strategy in the context that this action is now within the portfolio of the new Director of Resources. Governance and process have been considered alongside the recommendations contained within the organisation-wide review of Digital capability that CGI recently carried out. A 'Digital Temperature' has been taken by way of a survey, which asked all service areas to detail all things digital that are currently underway or planned in their areas. An analysis of this data is due to be carried out in Q2 2022/23												
CVR/SL040 (SL/A019)	Collaborate with partners to promote our schools and libraries as community and well-being hubs and increase the diversity of leisure, art and cultural learning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TB/PS	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	opportunities available including digital opportunities.												
<b>ACTION UPDATE:</b>	<p>The Vale of Glamorgan has been allocated £910,350 to be invested in delivering Community Focused Schools, to fund practical ways of improving school facilities in order to enable greater community use. This includes providing equipment storage for community groups running extra-curricular activities, improving external lighting in sports areas, and introducing security measures to segregate school and community use areas. The Council used data from the Welsh Index of Multiple Deprivation (WIMD) 2019 to identify schools in areas which have poor access to services. A further desktop review was undertaken which identified 9 schools which had existing facilities which could be improved utilising the available funding. This work will be programmed for completion in quarters 2 and 3.</p> <p>Community libraries ran over 100 events or activities in their libraries in Q1, with a couple of the libraries being particularly active in this regard. In relation to well-being and learning, Dinas Powys ran a regular yoga session, plus weekly breast feeding and weaning groups for new mothers. Wenvoe ran a regular Clwb Clonc for Welsh learners and speakers and they also ran a Silver Foxes group by providing a venue for local men to meet up for a weekly discussion. Main libraries ran over 650 activities, most of them weekly reading related activities but also a range of other activities including digital drop-ins, crochet and knitting groups, colouring and puzzle activities for adults, coffee mornings, Caffi Cymraeg and a FAN group. All library activities bring people together and aid feelings of connectedness and community, all of which is positive for wellbeing.</p>												
CVR/SL041 (SL/A014)	Work with others including key businesses to support training, employment and the development of skills for the future through opportunities via the 21 <sup>st</sup> Century Schools	✓	✓	✓	✓	✓	✓	✓	✓	✓	TB	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions														
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status	
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term				
	and the Council's Kick Start Apprenticeships programmes													
<b>ACTION UPDATE:</b>	Planned construction employment events with C4W continue as part of the ongoing projects. The programme team will continue to work with C4W to develop a series of construction themed events targeted at job seekers. Events have included a construction preparedness digital workshop, site tours and mentoring sessions. Contractors continue to work with C4W to develop better links with supplier preferred agencies so the process is easier to inform service users when opportunities arise. Project team attending event on 13 July 2022 to promote programme projects and involve local businesses in programme.													
CVR/SL042	Undertake an assessment of co2 (in relation to classroom ventilation) across our education estate in response to COVID and progress capital works where appropriate to mitigate areas of high readings with funding from Welsh Government.	✓	✓	✓	✓	✓		✓	✓	✓	TB	March 2023	<b>Green (On Track)</b>	
<b>ACTION UPDATE:</b>	The CO2 monitors supplied by the Welsh Government to education settings are a tool to assist education providers in the management of ventilation. School have been reporting on the use of CO2 monitors this quarter. In addition, they are required to notify the Council of any high readings so that they can be investigated and addressed. Property team have also been trailing air purifiers to see what effect they have.													

Appendix 17 Corporate Risk 17: Social Care Market Fragility

1 – Risk Overview	
1.1 Risk Description	<p>Market fragility describes the weaknesses/vulnerabilities in the social care sector to provide social care services. Most of these vulnerabilities relate to limitations caused in operational capacity linked to financial and/or workforce related challenges.</p> <p>The overarching risk associated with market fragility is one of potential financial failure. If an external care provider was to become insolvent this has potential implications for stability and continuity of care of our most vulnerable citizens. In turn, this places additional pressure on local authorities, as in line with Part 11 of the Social Services and Wellbeing (Wales) Act 2014, local authorities have a duty to meet the needs of adults requiring care and support and the relevant support needs of carers. Therefore, in the event of a provider failure, local authorities have a duty (as long as they see necessary) to ensure continuity of care and support of individuals.</p> <p>A key risk factor driving the fragility of the social care market is in relation to workforce capacity. External providers are facing the same national workforce pressures that are being experienced across the rest of our Social Services departments. Within the external provider market, before Brexit and the pandemic, there were challenges in recruitment and retention with longstanding issues in relation to high turnover of staff and unfilled vacancies. These workforce issues have been linked to low pay and limitations in career progression. Approximately 56% of the social care workforce in Wales earn below the real living wage (£9.50 an hour)<sup>1</sup>. Consequently, there is a high level of turnover of care workers to other sectors. Due to poor rates of pay and career prospects, the external social care market is often in direct competition with retail/hospitality sector where there are more attractive rates of pay and benefits. In addition, there is also pressure from the NHS where rates of pay and terms and conditions are significantly better.</p> <p>Although the rise in National Minimum Wage to £9.50 from April 2022<sup>2</sup>, is welcomed amongst social care workers, it is likely to further add to the cost pressures of external social care providers. The Vale of Glamorgan Council recently adopted the living wage as part of its single status pay structure in May 2022 for its lowest scale staff and the Welsh Government has indicated its commitment to paying social care staff a ‘real living wage,’ which if not fully funded would be an added cost pressure to care providers who may already be struggling financially. In ADSS Cymru’s response to the Welsh Parliament’s Inquiry into the impact of Covid-19 on the management of health and social care, they highlighted that there is ‘acute awareness’ of the</p>

<sup>1</sup> Cominetti N, Gardiner L, Kelly G, [What happens after the clapping finishes? The pay, terms and conditions we choose for our care workers](#), Resolution Foundation, April 2020

<sup>2</sup> UK Government Press Release, [Large minimum wage increase to boost low-paid workers’ incomes](#), 27<sup>th</sup> October 2021



CR17: Social Care Market Fragility

	<p>anxieties that some care providers face regarding their survival in the short term<sup>3</sup>.</p> <p>In the context of rising demand for services, local authorities' budgets are increasingly being stretched and are subsequently constrained by what fees can be paid to externally commissioned care providers. This in turn can potentially challenge a care provider's financial sustainability. Consequently, residential care homes are more likely to become reliant on cross-subsidisation to remain viable<sup>4</sup>. The Competition and Markets Authority reported that 24% of care home residents are self-funded and pay on average 36% more than their local authority counterparts for similar service provision<sup>5</sup>.</p> <p>Some externally commissioned care providers were already in a financially precarious situation during the pandemic which has been further compounded by the cost-of-living crisis. Residential care homes need to maintain high levels of occupancy to remain financially viable. Therefore, there is a real risk that some care homes could financially collapse. Any failure could result in local authorities intervening to safeguard and ensure continuity of care for its citizens. However, ADSS Cymru acknowledge that this is at a time when local authorities have limited capacity, and they indicate this could have a knock-on impact on other aspects of care such as hospital discharge processes and greater pressure on domiciliary care<sup>6</sup>.</p>
--	---

<b>1.2 Risk Owner</b>	<b>Lance Carver</b>
-----------------------	---------------------

**1.3 Impact on our contribution to the Wellbeing Goals**

A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
Yes	Yes	Yes	Yes	Yes	Yes	Yes

**1.4 Risk Categories**

Categories	Yes/No	Definition
<b>Political &amp; Legislative</b>	Yes	Political and legislative repercussions of failing to discharge our statutory functions and comply with statutory requirements under

<sup>3</sup> Welsh Parliament: Health and Social Care & Sport Committee, [Inquiry into the impact of the Covid-19 outbreak, and its management, on health and social care in Wales: Report 3-Impact on the social care sector and unpaid carers](#), March 2021

<sup>4</sup> [Short to Medium Term Operational and Cost Pressures Affecting Social Care in Wales](#), Final Report to Welsh Government, March 2020

<sup>5</sup> [Short to Medium Term Operational and Cost Pressures Affecting Social Care in Wales](#), Final Report to Welsh Government, March 2020

<sup>6</sup> Welsh Parliament: Health and Social Care & Sport Committee, [Inquiry into the impact of the Covid-19 outbreak, and its management, on health and social care in Wales: Report 3-Impact on the social care sector and unpaid carers](#), March 2021











1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Part 11 and Sections 189 and 191 of the Social Services and Wellbeing (Wales) Act 2014 to enact its temporary duty to meet care and support needs in the event of a provider failure</p> <p>Risk that external providers are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.</p> <p>Risk of judicial review as a result of the local authority not meeting its statutory requirement to ensure continuity of care and support in the event of a provider failure.</p>
<b>Resources</b>	Yes	<p>Insufficient operational staff capacity of externally commissioned care providers to operate high quality care and support sustainably and safely in communities and in care homes.</p> <p>Financial viability of some of our externally commissioned care homes/care providers. Risk of financial collapse.</p> <p>Lack of capacity within the external care market to seize opportunities to explore and develop new ways of working to transform services that are fit for the future. Financial, asset and workforce challenges jeopardise the viability and resilience of service delivery to meet future demand.</p> <p>Financial and resource impact of care provider failure on our capacity to ensure continuity of care and support for individuals.</p>
<b>Service Delivery and Wellbeing</b>	Yes	<p>Lack of capacity and resilience within local markets to fulfil requirements within domiciliary care and the capacity within the council to monitor the quality of our externally commissioned service providers further compounds issue around volatility of the external market. This has a potential knock-on effect on the ability to discharge people safely from hospital with assessed levels of care and support in place.</p> <p>Inability of external care providers to operate safe carer to citizen/resident ratios in care settings due to staff shortages/absences and or recruitment difficulties.</p> <p>Lack of capacity for the local authority to step in following provider failure to provide continuity of care and support for our citizens. This could result in a failure in our duty to ensure the safety and well-being of our most vulnerable citizens and an inability to meet their basic needs.</p> <p>Increase in voids 'empty beds' in residential care homes and/or reduction in self-funders impacts on the viability of externally commissioned care homes to continue to operate and provide</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		residential care services. Impact of a provider failure on social services' capacity to provide alternative residential accommodation.
<b>Reputation</b>	Yes	<p>Provider failure jeopardises the safety of citizens, residents and the negative reputational impact on the sector. Provider failure could result in serious harm to citizens if there is no local authority capacity to ensure continuity of care and support.</p> <p>Failure to ensure continuity of care and support and meeting the needs of vulnerable people would damage the reputation of the council and attract negative criticism from our regulators.</p> <p>Loss of public confidence and trust in Social Services ability to meet the care and support needs of citizens and maintain their health and well-being.</p>

2 – Risk Evaluation			
2.1 Inherent Risk Scoring			
Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>4 (Almost certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<p>Reshaping Board meets monthly to discuss issues associated with market fragility and externally commissioned service provider matters.</p> <p>Regular meetings between Director, Heads of Service and Cabinet Member to discuss emerging issues relating to fragility of the market.</p>	1	1	1
<b>Resources</b>	<p>Capacity planning workstream has been established with agree Terms of Reference and an action plan to address areas for improvement.</p> <p>Development of a staff training project to recruit, fast track and train care staff to get them work ready for the market -work on principle of not competing for staff from neighbouring authorities or agencies or NHS, in order not to destabilise the market further.</p> <p>Call to action meetings twice weekly with SITREP actions taken circulated twice per week outlining any movement in the market.</p>	1	1	1
<b>Service Delivery &amp; Well-being</b>	<p>Continue to expand roll out of Your Choice scheme. Next provider has been identified.</p> <p>Regular Care Provider Forum meetings to identify and discuss provider issues.</p> <p>Escalating concerns policy in place which is used to recognise where providers are struggling and used to put in place supportive action plans.</p>	1	1	1
<b>Reputation</b>	<p>CIW Action Tracker in place to enable us to track and manage any areas of improvement to CIW relating to fragility of market.</p> <p>Joint regional action plan prepared and reviewed at Joint Management Executive in order to ensure strategic oversight of all system pressures.</p>	1	1	1

<b>2.2 Controlling Inherent Risk</b>				
<b>Category</b>	<b>Current Controls</b>	<b>Effectiveness of controls</b>		
		<b>Likelihood Score</b>	<b>Impact score</b>	<b>Total Score</b>
<b>Overall Effectiveness of Controls Score</b>		<b>1</b>	<b>1</b>	<b>1</b>

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	1	1	1	3	3	9		
Resources	4	3	12	1	1	1	4	3	12		
Service Delivery & Well-being	4	3	12	1	1	1	4	3	12		
Reputation	3	3	9	1	1	1	3	3	9		
<b>Average risk score/ direction of travel</b>	4	3	12	1	1	1	4	3	12		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
MFR/AS001 (AS/A016)	Understand levels of demand into the Adult Services and any associated capacity gaps.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Working with RMS, Adult Services Team Managers have better understanding and access of WCCIS dashboards providing real-time data on caseloads and work undertaken, however WCCIS does not show demand coming into Adult Services via C1V. A new approach to management of referrals into the Intake & Assessment Team is implemented to provide senior managers greater transparency of demand.												
MFR/AS002 (AS/A006)	Maximise our use of funding to support development of local community initiatives to support locally identified needs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC/LW	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Discussion with CYPS colleague Mark Davies in respect of establishing a business case to create a Supported Employment worker to assist people with LD back into paid work within the Vale. After securing Stronger Communities funding last year V21 have, this quarter, moved into another Unit in CEC Skomer Road offering a 'Craft in Barry' project to people with LD. This expands local opportunities for people with a LD in the Vale.												
MFR/RMS003 (RMS/A017)	Embed our call-to-action process across Vale Alliance, UHB, LA to support management and	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NM	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	monitoring of domiciliary care capacity in the market.												
<b>ACTION UPDATE:</b>	CTA Meeting happening on a weekly basis to monitor domiciliary capacity in the market. Terms of Reference will be reviewed.												
MFR/RMS004 (RMS/A021)	Implement the fast track to care programme to support LA and private sector recruitment.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Cohort 1 of 7 - all completed with all candidates finding employment in the sector. Cohort 2 of 6 - all completed and now in interview process. Cohort 3 currently being enrolled to start June 27th.												
MFR/RMS005 (RMS/A028)	Continue roll out of the Your Choice model in co-ordination with other services including the identification of new providers as part of this phased approach.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NM	March 2023	Green (On Track)



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Work progresses with providers converting to YC, with first reconciliations taking place and new packages commencing on the scheme. We have met with the next provider to discuss the Your Choice scheme and agree that reviews can commence for their existing packages. This is a large provider in the Western Vale so will take a number of weeks to turn the packages over to YC.												
MFR/RMS006 (RMS/A018)	Continue to strengthen the quality assurance meetings to monitor activity regarding quality and financial stability across the sector.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NNM	March 2023	GREEN (ON Track)
<b>ACTION UPDATE:</b>	A new Quality Assurance Officer has been recruited and will commence visits to care homes.												
MFR/RMS007 (RMS/A025)	Embed the new escalating concerns procedures.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NNM	March 2023	GREEN (On Track)
<b>ACTION UPDATE:</b>	New process in draft and to be signed off by Social Services Management Team in October (Quarter 3).												
MFR/CS008 (CS/A011)	Work with Foster Wales to increase number and diversity of in-house foster carers.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	KC	March 2023	Red (Slipped)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Q1 figures being collated.												
MFR/CS009 (CS/A008)	Continue to explore opportunities to develop children’s residential provision in the Vale.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	KC	March 2023	<b>Green (On Track)</b>
<b>ACTION UPDATE:</b>	Two residential developments on track to go live by year end												

Appendix 18 Corporate Risk 18: Demand management & Service Capacity

1 – Risk Overview	
1.1 Risk Description	<p>It is widely acknowledged that the social care system is under significant strain due to rising demand for our services and tackling challenges associated with our capacity. Progress on reforming social care has repeatedly stalled over the years. The pandemic has only served to further exacerbate the issues around demand and capacity to deliver social care services.</p> <p>There is increasing pressure on local authorities to manage demand for social care services, and this has become even more challenging during the pandemic. There has been a significant growth in demand for our services and with that increasing cost pressures.</p> <p>There are increasing numbers of children and young people and their families and adults that are presenting with more complex needs. In common with the position across Wales, there are increasing numbers of Children Looked After in the Vale. Where a child has been assessed as needing to be looked after, the Council is responsible for placing that child in a placement appropriate to their needs. This is challenging in the current environment where placement demand is exceeding availability, and placements in the independent sector are costly.</p> <p>Similarly, there is an increasing ageing population in the Vale of Glamorgan. The Health Foundation forecast that future demand pressures for social care will continue to increase and it is estimated that social care cost pressures will increase in Wales by 4.1% per year between 2015 and 2030-31 due to demographic trends, chronic conditions and rising costs of care and it is anticipated that these costs will reach £2.3billion in 2030-2031<sup>1</sup>. The increased demand for social care services has also been driven by the pandemic. In response to the Welsh Parliament Inquiry into the impact of Covid-19 on the management of health and social care, ADSS Cymru highlighted there is increased service demand and pressures being felt across domiciliary care in relation to individual's requiring rehabilitation post-Covid and they also noted that long Covid has the potential to put pressure on services in the longer term especially amongst those who prior to Covid would not have required social care<sup>2</sup>. In addition, the pandemic has also resulted in a delayed presentation of care, which in turn has meant opportunities to signpost to preventative services as at an earlier stage have been prohibited. Consequently, when citizens do present in need of social care services, they often require greater levels of intervention/support as they have become frailer, and their care needs more complex. At this point, our interventions have a limited impact on their reablement and ability to regain independence. The reluctance of individuals to seek appropriate health care treatment from health care professionals at the most critical time,</p>

<sup>1</sup> Watt T, Roberts A, [The path to sustainability: Funding projections for the NHS in Wales to 2019/20 and 2010/31, The Health Foundation](#), October 2016

<sup>2</sup> Welsh Parliament: Health and Social Care & Sport Committee, [Inquiry into the impact of the Covid-19 outbreak, and its management, on health and social care in Wales: Report 3-Impact on the social care sector and unpaid carers](#), March 2021

## CR18: Demand Management & Service Capacity

has resulted in the presentation of more complex needs in our communities. The pandemic has created feelings of isolation and has negatively impacted on the mental health and wellbeing of individuals and informal. A consequence of this has been where informal carer arrangements breakdown, which places additional demand on our services to provide urgent care.

A key risk factor driving service capacity is the workforce pressures we face. In keeping with the national picture, the Vale of Glamorgan's Social Services is experiencing higher staff turnover/shortages and difficulties within recruiting and retaining social workers (particularly Children and Young People Services) and residential and domiciliary care staff supporting Adults.

Challenges in recruitment and retention of social workers in Children and Young People Services remains an ongoing challenge, which is acutely felt within social work teams at the 'front door'. Even when there are opportunities to attract social workers, the lag time between interview, offer and start date impacts on teams. In the context of Children and Young People Service, there are known workforce pressures within the Integrated Family Support Team and the Care Planning and Proceedings Team. The workforce capacity pressures within CPP Team impact on the IFST, as the IFST will pick up on CPP cases but are unable to transfer to other teams that CPP would have normally dealt with.

Within Adult Services, the capacity of the residential and domiciliary care has been impacted by staff shortages/absences due to high Covid infection rates or impact of the pandemic on the mental health of staff. There are also significant recruitment and retention difficulties being experienced across Adult Services including commissioned care. Care Home and domiciliary care workers work in challenging and demanding roles, often on low pay and these positions are often perceived as having limited opportunities for career progression. There is also significant competition from the NHS where pay and conditions for similar skill sets are significantly better. There have been calls for greater parity in pay between the NHS and local authorities as this has been viewed as a driver behind recruitment and retention difficulties in local authority care roles. The Welsh Parliament's recent inquiry into the impact of Covid-19 on the management of health and social care highlighted the need to 'assure parity of esteem, treatment or conditions between the two sectors' and recommended the need for properly remunerated career pathways for social care workers to ensure that it is an attractive career option<sup>3</sup>.

The key aspects of this risk can be defined as insufficient social care capacity to meet the significant growth in demand for social care services. This is not just in the context of the volume of demand, but also the severity and complexity of need.

<b>1.2 Risk Owner</b>	<b>Lance Carver</b>
-----------------------	---------------------

<sup>3</sup> Welsh Parliament: Health and Social Care & Sport Committee, [Inquiry into the impact of the Covid-19 outbreak, and its management, on health and social care in Wales: Report 3-Impact on the social care sector and unpaid carers](#), March 2021

1.3 Impact on our contribution to the Wellbeing Goals						
A Globally Responsible Wales	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language
Yes	Yes	Yes	Yes	Yes	Yes	Yes

1.4 Risk Categories		
Categories	Yes/No	Definition
<b>Political &amp; Legislative</b>	Yes	<p>Political and legislative repercussions of failing to discharge our statutory functions and comply with statutory requirements of service delivery.</p> <p>Risk that the Council is unable to meet statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse. Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.</p> <p>Risk of judicial review as a result of insufficient capacity in our care settings to deliver services that effectively meet the identified care and support needs of service users.</p>
<b>Resources</b>	Yes	<p>Insufficient funding available that can be used to meet unprecedented demand in our most critical social care services.</p> <p>Insufficient operational staff capacity to manage demand and operate services sustainably and safely . For example, within IFST and CPP, our residential care settings and our domiciliary care staff.</p> <p>Impact of increased demand for adult and children's services coupled with complexity of need impacts on our ability to cost-effectively meet the needs of individuals.</p> <p>Ability to fully operate preventive/early intervention is undermined by the impact of the pandemic and the strain on how we target our resources and build resilience in services.</p> <p>Uncertainty regarding the ongoing funding support from Welsh Government regarding recovery from the pandemic and social care reform. This impacts on the medium to longer term planning and sustainability of social care services in the future.</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>Inability to transform our services to mobilise our assets, technology and workforce, to deliver and operate services in new ways that are sustainable and resilient to future demand.</p> <p>Workforce shortages of specialist key staff impacting on our ability to deliver statutory service functions where redeployment from other areas is not possible</p> <p>Lack of capacity to seize opportunities to explore and develop new ways of working to transform services that are fit for the future. Financial, asset and workforce challenges could jeopardise the viability and resilience of service delivery to meet future demand.</p> <p>Lack of available and affordable placements for children looked after with complex needs places a significant financial strain on budgets.</p> <p>Risk that case managers are in situations where they are unable to obtain appropriate levels of care and support for their service users, resulting in the need for them to manage significantly higher levels of risk within their caseloads.</p>
<b><i>Service Delivery and Wellbeing</i></b>	Yes	<p>Capacity to meet the growing demand for children and families in need of crisis support. A lack of capacity 'at the front door' impedes our ability to undertake timely assessments of need and risk, support families and children through lower tier early intervention/prevention and signpost to other support services.</p> <p>Inability to operate safe carer to citizen/resident ratios in our care settings due to staff shortages/absences and or recruitment difficulties.</p> <p>Late presentation of care needs impacting on our ability deliver lower cost prevention and early intervention to citizens and families in need.</p> <p>Impact of the pandemic on the voluntary sector's capacity and ability to continues to support vulnerable citizens in our communities. This has the potential to impact on demand for care with the presentation of more complex care needs in the future if there is a lack of early/preventative Third Sector support in communities.</p> <p>Capacity to manage and respond to increased demand for care and support as a result of the pandemic. Increased pressures on domiciliary care services due to the emergence of an additional cohort of adults requiring reablement care following discharge from</p>

1.4 Risk Categories		
Categories	Yes/No	Definition
		<p>hospital as part of their recovery from Covid or as a result of long Covid.</p> <p>Risk that unsafe/poorly planned discharges from hospital impacts on patient outcomes but also demand for social care services. This could result in discharge without the identification of home support they need and a lack of co-ordination result in delayed access to care packages. This in turn puts pressure unpaid carers (usually family member) to meet their care and support needs.</p> <p>Failure in our duty to ensure the safety and well-being of our most vulnerable citizens and an inability to meet their basic needs.</p> <p>Risk that 'burn out' of unpaid carers impacts on their ability to continue to fulfil their caring role, places additional pressure and demand on social care services.</p> <p>Increased pressure and lack of capacity of reablement services in the community to support the step down from critical care in hospitals which will ultimately impact on an individual's ability to recover and regain their independence.</p>
<b>Reputation</b>	Yes	<p>Failure to provide critical services and meet the needs of vulnerable people would damage the reputation of the council and attract negative criticism from our regulators.</p> <p>Loss of public confidence and trust in Social Services ability to meet the care and support needs of citizens and maintain their health and well-being.</p>

## 2 – Risk Evaluation

### 2.1 Inherent Risk Scoring

CR18: Demand Management & Service Capacity

Category	Likelihood	Impact	Total Inherent Risk Score
<b>Political &amp; Legislative</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Resources</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Service Delivery &amp; Well-being</b>	4 (Almost certain)	3 (High)	<b>12 (High)</b>
<b>Reputation</b>	3 (Probable)	3 (High)	<b>9 (Medium/High)</b>
<b>Overall Inherent Risk Score</b>	<b>4 (Almost certain)</b>	<b>3 (High)</b>	<b>12 (High)</b>











2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
<b>Political &amp; Legislative</b>	<p>Reshaping Board meets monthly to discuss issues associated with demand management, workforce.</p> <p>Regular meetings between Director, Heads of Service and Cabinet Member to discuss emerging issues relating to demand management and capacity.</p>	1	1	1
<b>Resources</b>	<p>To address some recruitment pressures. Some Registered Support Workers have agreed to increase hours temporarily.</p> <p>VCRS reablement technicians to provide some care and support calls on a temporary basis.</p> <p>Day Service staff approached to provide additional support to VCRS.</p> <p>Capacity planning workstream has been established with agreed Terms of Reference and an action plan to address areas for improvement.</p> <p>Necessary use of agency staff to meet statutory responsibilities.</p>	1	1	1



2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>Development of the staff training project to recruit, fast track and train care staff to get them work ready for the market -work on principle of not competing for staff from neighbouring authorities or agencies or NHS, in order not to destabilise the market further.</p> <p>Consideration of incentivising care posts on completion of training and successful employment</p>			
<b>Service Delivery &amp; Well-being</b>	<p>Case management teams have reviewed all cases in receipt of a current package of care, with a view to temporarily moving them to 'contingency' plans through asking family members to provide some additional support, reducing calls for sitting services, shopping etc in order to try to redistribute care hours to those awaiting any POC.</p> <p>To manage capacity and service delivery within VCRS, staff have reviewed caseloads, apply screening criteria. Individuals that do not meet the criteria are signposted to alternative support.</p> <p>Opening the Bay Unit as an isolation/bridging unit as interim measure agreed in principle with reopening in January 2022. This supports discharge from hospital for those with low level support needs awaiting domiciliary care packages in the community to support their discharge. Provides support to domiciliary care and provides additional capacity and reduces length of hospital stay.</p> <p>Effective prioritisation/reprioritisation according to need. Spreadsheet has been developed to support, actively manage and review all requests for care and support on discharge from hospital. Exception reporting in place and identification of enablers and barriers support solution focused discussion.</p> <p>Prioritised time sensitive calls due to specific needs e.g. medication. Occupational</p>	1	1	1

2.2 Controlling Inherent Risk				
Category	Current Controls	Effectiveness of controls		
		Likelihood Score	Impact score	Total Score
	<p>Therapists closely monitor opportunities for reductions.</p> <p>Effective triaging within VCRS and signposting to other services where possible to manage demand for services.</p> <p>Continued to expand roll out of Your Choice scheme. Next provider has been identified.</p>			
<b>Reputation</b>	<p>Social Services Reshaping Services Board Action Tracker in place to enable us to track and manage any areas of improvement to CIW relating to demand management and capacity issues.</p> <p>Joint regional action plan prepared and reviewed at Joint Management Executive in order to ensure strategic oversight of all system pressures.</p>	1	1	1
<b>Overall Effectiveness of Controls Score</b>		<b>1</b>	<b>1</b>	<b>1</b>

CR18: Demand Management & Service Capacity

2.3 Residual Risk Scoring & Direction of Travel											
	Inherent Risk Scores			Effectiveness of controls Score			Residual Risk Score			Direction of Travel	Forecast Direction of Travel
Category	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total		
Political & Legislative	3	3	9	1	1	1	3	3	9		
Resources	4	3	12	1	1	1	4	3	12		
Service Delivery & Well-being	4	3	12	1	1	1	4	3	12		
Reputation	3	3	9	1	1	1	3	3	9		
<b>Average risk score/ direction of travel</b>	4	3	12	1	1	1	4	3	12		

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
DMR/AS00 1 (AS/A020)	Enable safe discharges from hospital that considers the impact/consequences of Covid-19 through models of care which provide choice and control for service users.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	The team continue to support people to be safely discharged from hospital wherever possible and in a suitable timeframe. However, the challenges associated with the domiciliary care market means that those we support remain in hospital for longer. We are aware of the proposal to provide interim care placements but remain concerned that this expedites a person’s access to long term residential care, rather than maintaining them in their own home. We have also experienced high demand for social work assessment in our integrated discharge service and have had some waits for allocation/assessment.												
DMR/AS00 2 (AS/A006)	Maximise our use of funding to support development of local community initiatives to support locally identified needs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC/LW	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Discussion with CYPS colleague Mark Davies in respect of establishing a business case to create a Supported Employment worker to assist people with LD back into paid work within the Vale. After securing Stronger Communities funding last year V21 have, this quarter, moved into another Unit in CEC Skomer Road offering a 'Craft in Barry' project to people with LD. This expands local opportunities for people with a LD in the Vale.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
DMR/AS003 (AS/A007)	Develop the Vale integrated fall service to provide a rapid response to people who have fallen and access to specialist interventions.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC/AC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	A trial is running with Cardiff in the East of the Vale. Opening discussions with St John Ambulance on developing service in West of the Vale.												
DMR/AS004 (AS/A008)	Develop local cluster multi-disciplinary teams in Vale to provide early information, advice and assistance to people with complex needs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC/LW	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	This action is in development alongside the Strategic Programme for Primary Care (SPPC) including how we embed the principles of the Accelerated Cluster Development (ACD). The work of clusters within the Vale is being determined centrally at present, and locally working through under the Vale Alliance plan. We are monitoring how to embed a social care voice within clusters to effectively shape services that address the population's health and wellbeing needs. Already well established in the Western Vale with their Care@Home project.												
DMR/AS005 (AS/A009)	Work with partners to develop a coherent engagement plan to support the development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC/AC	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
	of wellbeing hubs and centres across the Vale locality.												
<b>ACTION UPDATE:</b>	A report has been provided to Health partners and the Vale Integrated Locality is working to secure additional capacity in order to further engage with key stakeholders and the public regarding the services to be provided at the Barry Hospital Wellbeing Centre.												
DMR/AS006 (AS/A010)	Explore the development of intermediate care services and how this can enhance and support existing service provision.	✓	✓	✓	✓	✓	✓	✓	✓	✓	SC/AC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Meetings being held across Health and Local Authority to discuss the model, workforce and resources to achieve the 'rapid response' element to intermediate care. Exploration of how Intermediate Care is provided and developed a shared understanding of the model and how we target investment to best meet the needs of our population to keep them closer to home.												
DMR/AS007 (AS/A015)	Contribute to the capacity planning workstream of the Reshaping Programme.	✓	✓	✓	✓	✓	✓	✓	✓	✓	SC	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Identified further gaps in the establishment (Learning Disability Team) need to do bespoke advert for the areas where grant funding pending confirmation (I+A, LD) Identified additional staff to undertake the AMHP course in September. HOS engaged in student presentations for university to attract into positions following qualification.												
DMR/AS008 (AS/A016)	Understand levels of demand into the Adult Services and any associated capacity gaps.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Working with RMS, Adult Services Team Managers have better understanding and access of WCCIS dashboards providing real-time data on caseloads and work undertaken, however WCCIS does not show demand coming into Adult Services via C1V. A new approach to management of referrals into the Intake & Assessment Team is implemented to provide senior managers greater transparency of demand.												
DMR/AS009	Continue to enhance recruitment of Reablement Support Workers.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)	
<b>ACTION UPDATE:</b>	Future adverts will advertise the driving opportunities and shorter to make it more attractive WG Social Care payments made Reviewing the #its about me process to a more current document Benchmarking exercise carried out for all carers, results indicate a need to consider retention initiatives.												
DMR/AS010	Agree and implement the future operating model for AS in the context of the Council's	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
(AS/A024)	Transformation agenda and 'Eich Lle'- 'Your Space' project.												
<b>ACTION UPDATE:</b>	First Meeting of the new work stream has taken place. Terms of Reference agreed. Initial review of accommodation needs previously submitted has been undertaken and in the process of revisiting and amending accordingly.												
DMR/AS01 1 (AS/A019)	Consider wider employee wellbeing offering and wider staff engagement. Identify themes and consider implementation findings (reasons for leaving) Undertake benefits review and compare with other councils.	✓	✓	✓	✓				✓	✓	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Promoted all corporate initiatives and commencing a question and answer session within the division. Exploration of attraction strategies and promotion. Will feed into the staff surveys and take on board responses. VCRS CIW inspection reward scheme. Analysis of leavers still ongoing.												



3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
DMR/AS01 2 (AS/A001)	Development of online referral forms via website to improve quality of referral advice and to support faster access to information and signposting and into care and support services as required.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Red (Slipped)
<b>ACTION UPDATE:</b>	The development of an interactive website, providing tailored information on Adult Services is dependent on the implementation of the GovService website. Initial scoping of existing interactive websites across the UK has been undertaken.												
DMR/AS01 3 (AS/A021)	Support the alignment and implementation of Strengths Based Approach (SBA) to support the integration of preventative services, admission avoidance and resilient communities.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SC	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Discussions with training have taken place regarding E-learning modules supported by videos for staff. Both Adult Service OMs currently on the SCIE SBP Leadership Course. WCCIS forms and supervision being reviewed to support a SBP. Learning Disability Team implemented a SBA Reflective monthly group.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
DMR/RMS014 (RMS/A023)	Identify capacity and resource challenges within safeguarding teams.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/NJ/ND	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Regular review of performance data to inform overview of this area of business. Requires further development of data; improvement in relation to timescales of CP conference and CLA reviews to be focus of 22/23. Monitor data to inform resource requirements.												
DMR/RMS015 (RMS/A024)	Address capacity issues within contracting team as a result of rising numbers of providers moving into escalating concerns.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Temporary Quality Assurance post has been established. Cost pressure funding received to ensure 2 x permanent QA posts are added to establishment, and further capacity within Contracting Officers.												
DMR/RMS016 (RMS/A031)	Work in partnership with UHB to tender of the Carers Gateway.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/NJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Tender process has concluded, and contract awarded to Care Collective. Regular service monitoring to take place												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
DMR/RMS0 17 (RMS/A022 )	Pilot the creation of a relief pool of staff in residential care to establish a bank system.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/MJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	A Whats App group will be created to notify all relief workers of current vacant shifts. In addition, looking at additional software used by a private company to see if this is more appropriate (Where we work)												
DMR/RMS0 18 (RMS/A021 )	Implement the fast track to care programme to support LA and private sector recruitment.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/MJ	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Cohort 1 of 7 - all completed with all candidates finding employment in the sector. Cohort 2 of 6 - all completed and now in interview process. Cohort 3 currently being enrolled to start June 27th.												
DMR/RMS0 19 (RMS/A019 )	Monitor all packages awaiting domiciliary care agency availability to actively manage the position to enable flow and support hospital discharge and VCRS capacity.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/N M	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
<b>ACTION UPDATE:</b>	Weekly reports collated by Brokerage to evidence packages placed, requests received and those waiting for dom care provider to be identified. Weekly discussion regarding market situation.												
DMR/RMS020 (RMS/A017)	Embed our call-to-action process across Vale Alliance, UHB, LA to support management and monitoring of domiciliary care capacity in the market.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AP/GJ/NM	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	CTA meeting happening on a weekly basis to monitor domiciliary capacity in the market. Terms of Reference will be reviewed.												
DMR/CS021 (CS/A007)	Work in partnership locally, regionally and nationally to respond to the specific pressures associated with the management of higher levels of demand alongside the scarcity of resources (specifically workforce and placements)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Additional posts created with recruitment completed or underway. Two residential provisions on track to go live by year end. Foster carer recruitment activity to be collated at end of Q1. Regional plans to recruit permanently to regional fostering roles with a renewed focus on our shared priorities.												

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integration	Collaboration	Involvement	Prevention	Long-Term			
DMR/CS022 (CS/A012)	Contribute to the capacity planning workstream of the Reshaping Programme to further our approaches to increase the recruitment and retention of critical posts within Children and Young People Services.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	Our new SCOs have commenced employment. A number of existing non-Social Work qualified staff have also been identified to commence the process to become QSWs. New team arrangements became operational on 27.6.22 with targeted recruitment taking place.												
DMR/CS023 (CS/A009)	Increase the number of Social Care Officers across the Division to add resilience to teams and further support our ability to 'grow our own' Social Workers.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	RE	March 2023	Green (On Track)
<b>ACTION UPDATE:</b>	14 new SCO posts created and recruited to.												
DMR/CS024 (CS/A010)	Further enhance our mechanisms to ensure effective oversight of increased numbers of	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AC	March 2023	Green (On Track)

3. Risk Management Plan – Mitigating Actions													
Risk Action Ref.	Action	Risk Categories				Demonstration of 5 Ways of Working					Officer	Completion Date	Status
		Political & Legl	Resources	Service & Well-being	Reputation	Integrat	Collaboration	Involvement	Prevention	Long-Term			
	referrals at the front door in order to effectively manage demand.												
<b>ACTION UPDATE:</b>	It is intended we move to a dedicated Intake Team resourced to respond to levels of demand. The new arrangements commenced on 27.6.22. These arrangements will be carefully monitored with the intention the RAG arrangements are not required in the medium term.												