

THE VALE OF GLAMORGAN COUNCIL

CABINET: 16TH OCTOBER, 2025

REFERENCE FROM GOVERNANCE AND AUDIT COMMITTEE:
15TH SEPTEMBER, 2025

“281 CORPORATE RISK: QUARTER 1 UPDATE (DCR) –

The report provided Members with an overview of the Corporate Risk Register for Quarter 1 (April 2025 – June 2025). The report also reflected the Strategic Leadership Team's (SLT) consideration of the recommendations made by this Committee following the 2024/25 Quarter 4 period relating to several of the risks contained within the Corporate Risk Register.

The Corporate Risk Register had a total of twelve identified risks. One risk had a score of very high, five risks scored high, four risks scored medium/high and two risks scored medium on the Register.

Officers were working to provide Members with a briefing on the risk scoring process in preparation for the Q2 monitoring period. During Q1, the focus of the Strategy and Insight team had been on completing the Council's Annual Self-Assessment therefore completing the review of the risk scoring process had not been possible. Alongside reviewing current best practice, the Directorate was also liaising with all risk owners to gather feedback to ensure a streamlined and transparent scoring process that further enhanced existing Council arrangements and supported effective risk management.

M. Evans (Lay Member) queried that the rationale for the risk reduction around Workforce and Organisational Change. In addition, M. Evans requested further information on the control environment for the control environment for those risk that were cross cutting across many areas, for example financial resources would cross cut into a range of other risks. In response the Director of Resources advised that for the Workforce and Organisation Change risk, the forecasted reduction reflected the Council wide work underway to support staff in terms of their health and wellbeing as well as their productivity. It also reflected work aimed at ensuring the development of Council staff and work around making sure that the Council was able to attract the right kind of talent. As a result, the Council had observed an improvement in terms of absences, and other human resources metrics that were tracked on a monthly basis which had illustrated a reduction in some of the capacity gaps with certain areas.

Regarding the cross-cutting control environment, the Director referred to the role of the Council's Insight Board which reviewed the risk register when complied with responses from risk owners with moderation work undertaken by the Insight Team. The register is then presented to the Council's Strategic Leadership Team for further

oversight, and it was at that stage that the cross-cutting nature of risks would be closely considered.

Councillor M. Hooper requested further clarification and consideration was required on the position of the delivery of major regeneration projects such as Barry Marina and its centrality to these in light of ABP withdrawing from the delivery of a marina as part of the Vale's Levelling Up Programme and the acquisition of land (the Mole) earlier in the process and amend the other parts of the scheme including the park and Ocean Water Sports training facilities to compensate for the loss.

In addition, Councillor Hooper asked for further understanding of the issues regarding the Cardiff Region City Deal and the impact of the legal settlement relating to Aberthaw Power Station.

G. Chapman (Chair) referred to housing and homelessness and the forward direction of travel, stating that Audit Wales had recently issued a national report in regard to temporary accommodation, and he stated that it would be useful for the Governance and Audit Committee to consider the report and the Council's responses and the potential legislative and financial impact / responsibilities.

The Chair also commented on the importance of adequately monitoring contract over runs and overspends for some projects where the costs had doubled from initial estimates, particularly in the context of those undertaken under Delegated Powers.

Subsequently, it was

RESOLVED –

(1) T H A T SLT's consideration of the responses to the Governance and Audit Committee's comments (Annex B to the report) be noted.

(2) T H A T the Quarter 1 position of corporate risks (April 2025-June 2025) outlined in the Risk Summary report (Annex A to the report) be noted.

(3) T H A T the following comments from the Committee be referred to Cabinet for their consideration and/or endorsement in terms of corporate risk:

- Further clarification and consideration was required on the position of the delivery of major regeneration projects such as Barry Marina and its centrality to these in light of ABP withdrawing from the delivery of a marina as part of the Vale's Levelling Up Programme and the acquisition of land (the Mole) earlier in the process and amend the other parts of the scheme including the park and Ocean Water Sports training facilities to compensate for the loss;
- Further clarification and consideration was required on issues regarding the Cardiff Region City Deal and the impact of the legal settlement relating to Aberthaw Power Station;
- That the national report on temporary accommodation, housing and homelessness be shared with Cabinet and the Governance and Audit Committee in due course, with the Council's response to its

- recommendations, as well as outlining the potential legislative and financial impact / responsibilities of these for the Council;
- The importance of adequately monitoring contract over runs and overspends for some projects where the costs had doubled from initial estimates, particularly in the context of those undertaken under Delegated Powers.

Reasons for decisions

(1&2) Having regard to the contents of the report and discussions at the meeting.

(3) To ensure Cabinet receives the comments of the Governance and Audit Committee when considering corporate risk.”

Attached as Appendix – Report to Governance and Audit Committee:
15th September, 2025

Meeting of:	Governance and Audit Committee
Date of Meeting:	Monday, 15 September 2025
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Corporate Risk: Quarter 1 Update
Purpose of Report:	To update Governance and Audit Committee on the quarter 1 position of Corporate Risks for April 2025-June 2025 contained within the Corporate Risk Register as outlined in the Corporate Risk Summary Report.
Report Owner:	Tom Bowring, Director of Corporate Resources
Responsible Officer:	Tom Bowring, Director of Corporate Resources
Elected Member and Officer Consultation:	Consultation has been undertaken with designated Corporate Risk Owners, Strategic Insight Board, and the Strategic Leadership Team.
Policy Framework:	The proposals are within the Council's Policy Framework.
Executive Summary: - This report provides Members with an overview of the Corporate Risk Register for Quarter 1 (April 2025-June 2025). The report also reflects the Strategic Leadership Team's (SLT) consideration of the recommendations made by this Committee following the 2024/25 quarter 4 period relating to several of the risks contained within the Corporate Risk Register. - The Corporate Risk Register has a total of twelve identified risks. One risk has a score of very high, five risks score high, four risks score medium/high, and two risks score medium on the Register. - Officers are working to provide members with a briefing on the risk scoring process in preparation for the Q2 monitoring period. During Q1, the focus of the Strategy and Insight team has been on completing the Council's Annual Self-Assessment therefore a review of the risk scoring process has not been possible. Alongside reviewing current best practice, we are also liaising with all risk owners to gather feedback to ensure a streamlined and transparent scoring process that further enhances existing Council arrangements and supports effective risk management.	

Recommendations

1. That Committee note SLT's consideration of the responses to the Governance & Audit Committee's comments (**Annex B**).
2. That Committee consider the Quarter 1 position of corporate risks (April 2025-June 2025) outlined in the Risk Summary report (**Annex A**).
3. That Committee refer any other comments to Cabinet for their consideration and endorsement at the meeting when Cabinet will consider this report.

Reasons for Recommendations

1. To identify the actions undertaken in response to Governance & Audit Committee's comments and consider any further action required.
2. 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**.
3. To ensure Cabinet receives the comments of the Governance & Audit Committee when considering corporate risk.

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 more 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.

2. Key Issues for Consideration

SLT Response to Q4 G&AC recommendations

- 2.1 **Annex B** details the responses by SLT and risk owners to the comments made by this committee in quarter 4. Committee requested further consideration on a number of issues related to the delivery of major regeneration projects (CR9) risk as follows:
 - Concern regarding the risks associated with the delivery of major regeneration projects such as Barry Marina.

- Issues regarding the Cardiff Region City Deal and the impact of the legal settlement relating to Aberthaw power station.
 - Contract over runs and overspends for some projects where the costs had doubled from initial estimates.
- 2.2** The decision taken by ABP to withdraw from the delivery of a marina as part of the Vale's Levelling up programme is regrettable. The Council has been working with ABP to overcome this setback by seeking to acquire the land (the Mole) earlier in the process and amend the other parts of the scheme including the park and Ocean Water Sports training facilities to compensate for the loss. This has now been achieved, and we are working to amend the planning application to take account of the changes.
- 2.3** The Cardiff Capital Region are managing this process which is ongoing at the current time. The Council is part of the CJC and as such is contributing to these discussions and will continue to consider the most up to date position when updating the risk register.
- 2.4** The inflation rates over the last few years have had a significant impact on project delivery costs, and it is part of the function of the Council to monitor and manage this process. In most cases there is no more money so in effect the only option when costs rise is a combination of value engineering and project scope reduction, but this forms a key part of project delivery.

Quarter One Risk Updates

- 2.5** The Corporate Risk Summary Report (**Annex A**) 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 forecast direction of travel. It also provides a brief analysis of the emerging risk issues associated with risks on the Register.
- 2.6** There are currently 12 corporate risks on the Register. One risk has a score of very high, five risks score high, four risks score medium/high, and two risks score medium on the Register.
- 2.7** There has been an increase in the Housing and Homelessness risk (CR8). There is a new risk posed by new, draft homelessness legislation due to be introduced across Wales. This places additional requirements on Local Authorities to provide greater assistance to a wider range of households. The remaining risks have remained static during this quarter.
- 2.8** There are five risks on the Register that we forecast will increase over the year these are: Information and Cyber Security (CR3), Climate Change and Nature Emergency (CR4), Social Care Demand and Capacity (CR6), Housing and Homelessness (CR8) and Physical Assets (CR10).

2.9 The Information and Cyber Security risk (CR3) has a medium/high risk score of 9 and is forecast to increase given the cyberthreat landscape and recent attacks on councils and UK businesses. Data breaches could result in fines from the Information Commissioner's Office, increased insurance costs, and high expenses for breach correction and compensation. Cyber-attacks may require costly third-party and internal recovery efforts, while lost revenue during recovery could add further financial strain. Shrinking budgets and funding reduce the Council's ability to invest in necessary cybersecurity assets and programmes. Legacy systems with vulnerabilities are at greater risk of exploitation by hackers, criminals, and unfriendly states. Budget constraints also limit access to essential cybersecurity skills, tools, backups, and disaster recovery capabilities, increasing the Council's exposure to attacks. Although the Council is committed to managing cyber and information risks, limited financial and human resources hinder its ability to implement effective controls. Failure to manage these risks could severely impact service delivery and the protection of council and resident data, affecting the wellbeing of residents, staff, and stakeholders. The Council is working with service providers to minimise impact, with plans in place for outages. The council has now fully onboarded to phase one of the CymruSOC Security Operations Centre and works in partnership with the CymruSOC team to detect, analyse, and respond to cybersecurity threats.

2.10 The Climate Change and Nature Emergency risk (CR4) has a high score of 12 and is expected to increase. The Council faces major risks in tackling climate change and the nature emergency, including lack of capacity, expertise and resource to deliver on key plans like Vale 2030, the Waste Strategy and the Carbon Management Plan. There is a risk of failing Welsh Government's net zero targets (2030 for the public sector, 2050 nationally), as well as statutory requirements linked to waste, planning and procurement, which could also lead to financial penalties. Rising costs, supply chain emissions, and limited budgets make it harder to invest in housing, schools and climate projects, while severe weather events like flooding, heatwaves and coastal erosion place further pressure on services. Recruitment and retention challenges, along with the need to balance decarbonisation work with daily service delivery, add to the difficulty. If progress is too slow, the Council risks damaging its reputation with residents, regulators, Welsh Government and partners. A wide range of plans, strategies and partnerships are in place to support this, with progress monitored regularly by Scrutiny Committee, Cabinet and the Project Zero Board. Work is underway to cut carbon emissions through energy efficiency, greener transport, electric vehicles and sustainable procurement, while climate change considerations are now embedded into all major Council decisions and projects such as schools, housing and roadworks. Investment continues in flood prevention, coastal management, tree planting and biodiversity projects, alongside work to support sustainable food systems, improve the energy efficiency of homes and expand recycling, including trials for soft plastics. The Council is also promoting active and low-carbon travel through cycle routes, EV charging points and workplace travel schemes. Through Project Zero, schools, young people, communities and partners are being engaged to raise awareness, encourage behaviour change and share best practice.

2.11 The Social Care Demand and Capacity risk (CR6) has a high-risk score of 12 and is forecast to increase from this position. The Council faces significant challenges in social care due to insufficient funding and staff shortages. Critical services like child protection, residential care, and domiciliary care are under pressure from rising demand and complex needs. A lack of specialist staff is impacting our ability to meet statutory functions, and limited capacity among care providers is restricting future service transformation. Limited available affordable placements for children looked after with complex needs is placing significant financial strain on budgets. The financial viability of external care providers is at risk, potentially leading to service disruptions and care provider failures, while fluctuating demand may impact homecare provider sustainability. Short-term and unstable grant funding complicates long-term integrated health and social care services. Recruitment and retention difficulties affect care quality and timeliness of assessments. These challenges could result in the Council failing in its duty to safeguard residents, with potential for serious harm to the most vulnerable residents. Regular governance meetings are in place to address demand, workforce, market fragility, and emerging issues. A Capacity Planning Workstream has been established with an action plan to address areas for improvement. Agency staff are used when necessary to meet statutory responsibilities and a staff supervision policy ensures regular monitoring of practice quality in Social Services. An action tracker monitors improvements related to CIW (Care Inspectorate Wales) feedback with all CIW's identified areas for improvement considered as complete and presented to Live Well Scrutiny Committee in May 2025.

2.12 The Housing and Homelessness risk (CR8) score increased this quarter from a medium/high score of 9 to a high score of 12 and is forecast to increase from this position. There is a new risk posed by new, draft homelessness legislation due to be introduced across Wales. This places additional requirements on Local Authorities to provide greater assistance to a wider range of households. The risks include being able to fulfil requirements i.e. by providing suitable accommodation solutions to homeless people and also the increased costs associated with addressing the new responsibilities. A financial assessment of the potential impacts of the proposed legislation is currently being undertaken. While resources also continue to pose a challenge, the effectiveness of existing controls across related risk areas have helped reduce the overall risk. The risk remains characterised by a necessity to ensure an adequate supply of affordable housing to meet local needs and support vulnerable residents. Failure to do so could result in non-compliance with the Housing (Wales) Act 2014, leading to advocacy challenges, legal actions such as Judicial Review, funding impacts from the Welsh Government or even direct intervention from the Welsh Government in service delivery. Inadequate permanent housing increases reliance on costly temporary accommodation and strains services. Risk management is detailed in the Housing and Building Service Plan, which prioritises protecting vulnerable people through safeguarding partnerships, tackling domestic abuse, and providing targeted advice and assistance. The Plan also focuses on maximising existing assets and working with public and private partners. Actions include converting Council-owned buildings into accommodation, using Council land for new social housing, and collaborating with Registered Social Landlords and private landlords to expand housing supply for those on the Council's waiting list.

2.13 The Physical Assets risk (CR10) has a medium/high risk score of 9 and is forecast to increase from this position. The Council may be unable to manage and utilise assets to deliver best value and services, including schools and highways. Failure to deliver the Sustainable Communities for Learning programme on schedule could jeopardise future Welsh Government funding and the School Investment Programme. Failure to improve building safety and accessibility could breach our duties under the Health and Safety Act and Disability Discrimination Act. There is a risk the Council could not meet its statutory duties under the Additional Learning Needs and Education Tribunal Act 2018 due to limited resources and capacity. Budget constraints could hinder Net Zero commitments for Council assets. Ageing highway infrastructure and illuminated assets, limited resurfacing funds, and overspent maintenance budgets, including for hedges and bus shelters, add to resource strain. The Community Asset Transfer (CAT) process faces resource and funding challenges, including covenants and planning issues, though liability can be reduced where other organisations agree to take on responsibility. The Corporate Asset Management Plan highlights that current resources are insufficient to maintain assets at the preferred level, with a school maintenance backlog of £40M and £50M required to achieve net zero for the estate. The Council has strong governance and monitoring systems in place to manage its school and asset investment programmes. A range of boards, compliance systems, and reporting processes ensure risks, funding, and progress are closely tracked and regularly reported to senior leaders, Cabinet, and Welsh Government. Condition surveys, compliance checks, and updated databases provide clear information on the state of school buildings and other assets, helping to prioritise limited resources with the Council also progressing school modernisation. Community Asset Transfers (CATs) are carefully considered by cross-service groups, with consultation and Cabinet approval built into the process. Land sales, Section 106 funding, and external grants are being used to fund improvements.

2.14 We anticipate that the Workforce and Organisational Change risk will diminish over time with a current high-risk score of 12. We recognise there are still ongoing challenges in specific areas, however work undertaken across the Council is leading to improvement in recruitment practices, vacancy gaps and sickness statistics. This includes initiatives within our social service directorate including fast track to care and graduate opportunities. Failure to implement the Workforce Plan could harm the Council's efforts to increase apprenticeships, attract younger workers, and support its Equalities Strategy. Without action, the Council may struggle to meet future staffing needs and handle financial challenges. Budget cuts limit workforce development, training, and recruitment efforts, which are vital for organisational change. Relying on temporary staff can cause inconsistencies in service delivery and increase stress on permanent employees. Staff morale is also at risk due to funding uncertainty and changing practices, potentially affecting service delivery and retention. Limited resources for upskilling may also hinder the Council's ability to support new operating models or digital transformation, impacting its ability to achieve long-term goals like the Reshaping Programme. To manage the risk, there is continued focus on strengthening workforce planning across all services to ensure robust and sustainable staffing structures to support transformational change and deliver services. Additionally, bespoke work is ongoing to address specific recruitment and

retention challenges in Social Services, Environment & Housing and Place Directorates. We are further enhancing our focus on training and development of staff alongside recruitment of specific skills across our services to support transformational change and delivery of new operational models. The People Strategy is also being revised to incorporate elements to support staff well-being. Preparations are underway to analyse and take forward the findings of the staff survey undertaken during the quarter. This will inform future management development programmes and Learning Cafes as part of our response ensuring that we continue to operate to support staff in delivering new skills and competencies that are necessary to achieve the ambitions of Vale 2030 and the Reshaping programme.

Briefing for Members on Risk Scoring Process

- 2.15** In response to queries from this Committee in relation to the scoring of risks officers are working to provide members with a briefing on the risk scoring process in preparation for the Q2 monitoring period. Unfortunately it has not been possible to undertake this work in preparation for Q1 as the team have been working on the Annual Self-Assessment and changes to performance management arrangements. The team have begun reviewing the scoring process and how this is presented to members, working with risk owners to gather feedback and ensure a transparent, effective process that supports risk management.

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 Vale 2030. The Corporate Plan has been structured around the Well-being of Future Generations (Wales) Act 2015, through the development of five new Well-being Objectives.
- 3.2** Corporate Risks are considered in the context of the Well-being of Future Generations Act 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.
- 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 Climate Change and Nature Emergency. This corporate risk is defined as failure to achieve the Welsh Government target of being net zero as an organisation by 2030 and to deliver the commitments in the Climate Change Challenge Plan which includes a range of activities that form our response to the climate and nature emergencies. The 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 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 Directorate Plans, and 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 Climate Change and Nature Emergency 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. Members will note a specific risk relating to financial resources and also its interrelation with other proposed corporate risks.

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](#)

[Corporate Risk All Templates Q1 2025-26](#)

[Governance and Audit Committee June 23rd 2025 Corporate Risk Register: Quarter 4 Update](#)



Qtr1 2025/26 - Risk Summary Report Update

[Corporate Risk Q1 25-26 All Risk Management Templates](#)

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

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					

risk status. 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



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.

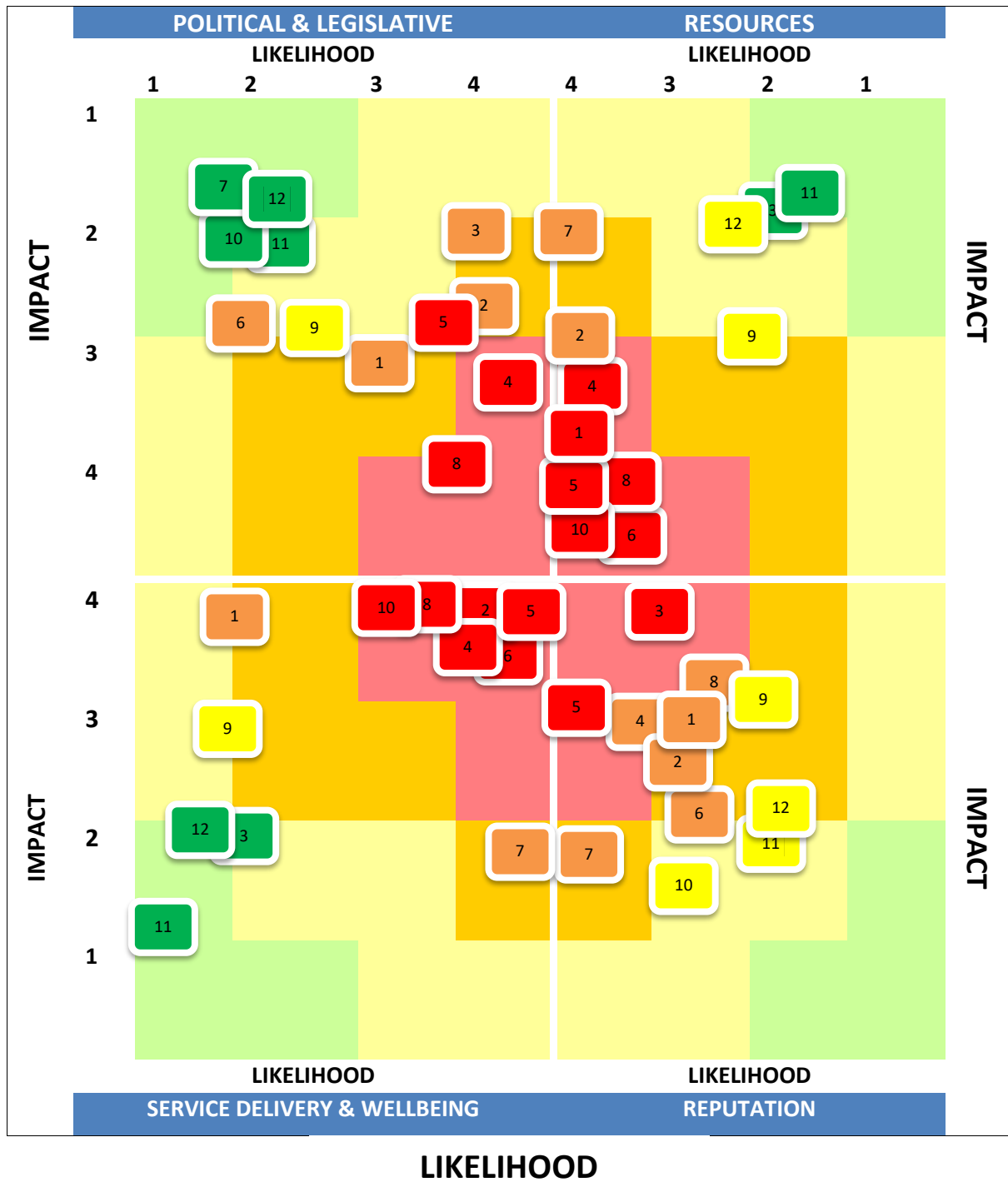
To understand how the risk scoring has changed from the inherent risk to residual please look at the individual risk templates which shows the detailed effectiveness of controls scoring which has mitigated the inherent risk and resulted in the residual scores. The effectiveness of controls scoring below only provides an indicative score used to illustrate the general level of control but is not used to calculate the overall residual risk.

Risk Ref	Risk	Inherent Risk Score	Effectiveness of Controls score	Residual Risk Score			Direction of Travel	Forecast Direction of Travel
				Likelihood	Impact	Total		
5	Additional Learning Needs	16 (VH)	1 (L)	4	4	16 (VH)	↔	↔
1	Financial Resources	16 (VH)	1 (L)	3	4	12 (H)	↔	↔
2	Workforce and Organisational Change	12 (H)	1 (L)	4	3	12 (H)	↔	↓
4	Climate Change and Nature Emergency	12 (H)	1 (L)	4	3	12 (H)	↔	↑
6	Social Care Demand and Capacity	16 (H)	2 (M/L)	3	4	12 (H)	↔	↑
8	Housing and Homelessness	16 (VH)	2 (M/L)	4	3	12 (H)	↑	↑
10	Physical Assets	12 (H)	2 (M/L)	3	3	9 (M/H)	↔	↑
3	Information and Cyber Security	12 (H)	4 (M)	3	3	9 (M/H)	↔	↑
7	Transition from the Welsh Community Care Information System (WCCIS)	16 (VH)	4 (M)	3	3	9 (M/H)	↔	↔
9	Delivery of Major Regeneration Projects	9 (M/H)	2 (M/L)	2	3	6 (M/H)	↔	↔
11	Digital	9 (M/H)	4 (M)	2	2	4 (M)	↔	↔
12	Safeguarding	12 (H)	4 (M)	2	2	4 (M)	↔	↔



THEMATIC RISK HEAT MAP

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



Risk Reference Glossary					
1	Financial Resources	6	Social Care Demand and Capacity	11	Digital
				12	Safeguarding
2	Workforce and Organisational Change	7	Transition from the Welsh Community Care Information System		
3	Information and Cyber Security	8	Housing and Homelessness		
4	Climate Change and Nature Emergency	9	Delivery of Major Regeneration Projects		
5	Additional Learning Needs	10	Physical Assets		

Risk overview

One risk has a score of very high, five risks score high, four risks score medium/high, and two risks score medium on the Register.

Direction of Travel

There has been an increase in the Housing and Homelessness risk. The remaining risks have remained static during this quarter.

Forecast Direction of Travel

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

Risks forecast to diminish

- **CR2 Workforce and Organisational Change:** *This risk has a high-risk score of 12 and is forecast to diminish from this position.*

We recognise there are still ongoing challenges in specific areas, however work undertaken across the Council is leading to improvement in recruitment practices, vacancy gaps and sickness statistics. This includes initiatives within our social service directorate including fast track to care and graduate opportunities. Failure to implement the Workforce Plan could harm the Council's efforts to increase apprenticeships, attract younger workers, and support its Equalities Strategy. Without action, the Council may struggle to meet future staffing needs and handle financial challenges. Budget cuts limit workforce development, training, and recruitment efforts, which are vital for organisational change. Relying on temporary staff can cause inconsistencies in service delivery and increase stress on permanent employees. Staff morale is also at risk due to funding uncertainty and changing practices, potentially affecting service delivery and retention. Limited resources for upskilling may also hinder the Council's ability to support new operating models or digital transformation, impacting its ability to achieve long-term goals like the Reshaping Programme. To manage the risk, there is continued focus on strengthening workforce planning across all services to ensure robust and sustainable staffing structures to support transformational change and deliver services. Additionally, bespoke work is ongoing to address specific recruitment and retention challenges in Social Services, Environment & Housing and Place Directorates. We are further enhancing our



focus on training and development of staff alongside recruitment of specific skills across our services to support transformational change and delivery of new operational models. The People Strategy is also being revised to incorporate elements to support staff well-being. Preparations are underway to analyse and take forward the findings of the staff survey undertaken during the quarter. This will inform future management development programmes and Learning Cafes as part of our response ensuring that we continue to operate to support staff in delivering new skills and competencies that are necessary to achieve the ambitions of Vale 2030 and the Reshaping programme.

Risks forecast to escalate

There are five risks on the Register that we forecast will increase over the year these are:

Information and Cyber Security, Climate Change and Nature Emergency, Social Care Demand and Capacity, Housing and Homelessness and Physical Assets.

- **CR3 Information and Cyber Security:** *The risk has a medium/high risk score of 9 and is forecast to increase given the cyberthreat landscape and recent attacks on councils and UK businesses.*

Data breaches could result in fines from the Information Commissioner's Office, increased insurance costs, and high expenses for breach correction and compensation. Cyber-attacks may require costly third-party and internal recovery efforts, while lost revenue during recovery could add further financial strain. Shrinking budgets and funding reduce the Council's ability to invest in necessary cybersecurity assets and programs. Legacy systems with vulnerabilities are at greater risk of exploitation by hackers, criminals, and unfriendly states. Budget constraints also limit access to essential cybersecurity skills, tools, backups, and disaster recovery capabilities, increasing the Council's exposure to attacks. Although the Council is committed to managing cyber and information risks, limited financial and human resources hinder its ability to implement effective controls. Failure to manage these risks could severely impact service delivery and the protection of council and resident data, affecting the wellbeing of residents, staff, and stakeholders. The Council is working with service providers to minimise impact, with plans in place for outages. The council has now fully onboarded to phase one of the CymruSOC Security Operations Centre and works in partnership with the CymruSOC team to detect, analyse, and respond to cybersecurity threats.

- **CR4 Climate Change and Nature Emergency:** *The risk has a high score of 12 and is expected to increase.*

The Council faces major risks in tackling climate change and the nature emergency, including lack of capacity, expertise and resource to deliver on key plans like Vale 2030, the Waste Strategy and the Carbon Management Plan. There is a risk of failing Welsh Government's net zero targets (2030 for the public sector, 2050 nationally), as well as statutory requirements linked to waste, planning and procurement, which could also lead



to financial penalties. Rising costs, supply chain emissions, and limited budgets make it harder to invest in housing, schools and climate projects, while severe weather events like flooding, heatwaves and coastal erosion place further pressure on services. Recruitment and retention challenges, along with the need to balance decarbonisation work with daily service delivery, add to the difficulty. If progress is too slow, the Council risks damaging its reputation with residents, regulators, Welsh Government and partners. A wide range of plans, strategies and partnerships are in place to support this, with progress monitored regularly by Scrutiny Committees, Cabinet and the Project Zero Board. Work is underway to cut carbon emissions through energy efficiency, greener transport, electric vehicles and sustainable procurement, while climate change considerations are now embedded into all major Council decisions and projects such as schools, housing and roadworks. Investment continues in flood prevention, coastal management, tree planting and biodiversity projects, alongside work to support sustainable food systems, improve the energy efficiency of homes and expand recycling, including trials for soft plastics. The Council is also promoting active and low-carbon travel through cycle routes, EV charging points and workplace travel schemes. Through Project Zero, schools, young people, communities and partners are being engaged to raise awareness, encourage behaviour change and share best practice. Work has commenced through the PSB to better understand risks around climate change and consultants have been appointed to undertake a climate change risk assessment to be reported by the end of the financial year. This work will assist the Council and partners to better understand the risks around climate change and adaptations needed.

- **CR6 Social Care Demand and Capacity:** *The risk has a high-risk score of 12 and is forecast to increase from this position.*

The Council faces significant challenges in social care due to insufficient funding and staff shortages. Critical services like child protection, residential care, and domiciliary care are under pressure from rising demand and complex needs. A lack of specialist staff is impacting our ability to meet statutory functions, and limited capacity among care providers is restricting future service transformation. Limited available affordable placements for children looked after with complex needs is placing significant financial strain on budgets. The financial viability of external care providers is at risk, potentially leading to service disruptions and care provider failures, while fluctuating demand may impact homecare provider sustainability. Short-term and unstable grant funding complicates long-term integrated health and social care services. Recruitment and retention difficulties affect care quality and timeliness of assessments. These challenges could result in the Council failing in its duty to safeguard residents, with potential for serious harm to the most vulnerable residents. Regular governance meetings are in place to address demand, workforce, market fragility, and emerging issues. A Capacity Planning Workstream has been established with an action plan to address areas for improvement. Agency staff are used when necessary to meet statutory responsibilities and a staff supervision policy ensures regular monitoring of practice quality in Social Services. An



action tracker monitors improvements related to CIW (Care Inspectorate Wales) feedback with all CIW's identified areas for improvement considered as complete and presented to Live Well Scrutiny Committee in May 2025.

- **CR8 Housing and Homelessness:** *The risk score increased this quarter from a medium/high score of 9 to a high score of 12 and is forecast to increase from this position.*

There is a new risk posed by new, draft homelessness legislation due to be introduced across Wales. This places additional requirements on Local Authorities to provide greater assistance to a wider range of households. The risks include being able to fulfil requirements i.e. by providing suitable accommodation solutions to homeless people and also the increased costs associated with addressing the new responsibilities. A financial assessment of the potential impacts of the proposed legislation is currently being undertaken. While resources also continue to pose a challenge, the effectiveness of existing controls across related risk areas have helped reduce the overall risk. The risk remains characterised by a necessity to ensure an adequate supply of affordable housing to meet local needs and support vulnerable residents. Failure to do so could result in non-compliance with the Housing (Wales) Act 2014, leading to advocacy challenges, legal actions such as Judicial Review, funding impacts from the Welsh Government or even direct intervention from the Welsh Government in service delivery. Inadequate permanent housing increases reliance on costly temporary accommodation and strains services. Risk management is detailed in the Housing and Building Service Plan, which prioritises protecting vulnerable people through safeguarding partnerships, tackling domestic abuse, and providing targeted advice and assistance. The Plan also focuses on maximising existing assets and working with public and private partners. Actions include converting Council-owned buildings into accommodation, using Council land for new social housing, and collaborating with Registered Social Landlords and private landlords to expand housing supply for those on the Council's waiting list.

- **CR10 Physical Assets:** *The risk has a medium/high risk score of 9 and is forecast to increase from this position.*

The Council may be unable to manage and utilise assets to deliver best value and services, including schools and highways. Failure to deliver the Sustainable Communities for Learning programme on schedule could jeopardise future Welsh Government funding and the School Investment Programme. Failure to improve building safety and accessibility could breach our duties under the Health and Safety Act and Disability Discrimination Act. There is a risk the Council could not meet its statutory duties under the Additional Learning Needs and Education Tribunal Act 2018 due to limited resources and capacity. Budget constraints could hinder Net Zero commitments for Council assets. Ageing highway infrastructure and illuminated assets, limited resurfacing funds, and overspent maintenance budgets, including for hedges and bus shelters, add to resource strain. The Community Asset Transfer (CAT) process faces resource and funding challenges, including covenants and planning issues, though liability can be reduced where other organisations agree to take on responsibility. The Corporate Asset Management Plan highlights that current resources are insufficient to maintain assets at the preferred level, with a school



maintenance backlog of £40M and £50M required to achieve net zero for the estate. The Council has strong governance and monitoring systems in place to manage its school and asset investment programmes. A range of boards, compliance systems, and reporting processes ensure risks, funding, and progress are closely tracked and regularly reported to senior leaders, Cabinet, and Welsh Government. Condition surveys, compliance checks, and updated databases provide clear information on the state of school buildings and other assets, helping to prioritise limited resources with the Council also progressing school modernisation. Community Asset Transfers (CATs) are carefully considered by cross-service groups, with consultation and Cabinet approval built into the process. Land sales, Section 106 funding, and external grants are being used to fund improvements.

Risks forecast to remain static

- **CR1 Financial Resources:** *This risk has a high-risk score of 12 and is forecast to remain static.*

There is a risk of failure to deliver a balanced budget to sustain current and future services, achieve reshaping programme savings and secure external funding for economic development. Schools' deficits are of great concern and to reflect this the residual resource risk score has increased this quarter from adjusting the likelihood score, taking into account a current reducing impact controls have on this risk. Additional actions are being progressed to strengthen controls, however, at present the risk will need to remain at this level. A lower-than-expected Welsh Government settlement would exacerbate the funding deficit, placing further pressure on achieving more savings or further increasing income, while school deficits deplete reserves. Challenges in forecasting future social care demand further strain financial stability and service delivery. Failing to maximise alternative service delivery models and manage budget reductions could threaten service sustainability. Not adapting to the changing economic landscape or failure to effectively collaborate with key partners, including the Third Sector, may impact long-term viability and service integration. Procurement risks include non-compliance with the Council's Contract Procedure Rules, the Procurement Act and the Social Partnership and Procurement Act which would lead to financial penalties and costly service delivery failures as well as reputational damage. Actions in place to control inherent risk include savings and efficiency projects developed across services, with risks carefully managed and equality impacts considered. Progress is tracked through a financial tracker, business cases, and regular reporting to programme boards and committees. The Reshaping and Transformation Programme provides a clear framework for managing reduced resources while protecting frontline services. Income generation, fees, and commercial opportunities are being developed to strengthen financial resilience, alongside a new Digital Strategy to improve efficiency. Procurement is being modernised with training, awareness raising, and preparation for the Procurement Act 2023 and the Social Partnership & Public Procurement (Wales) Act. The Council is embedding social value, sustainable procurement, and circular economy principles into its processes. A shared procurement service, contract register, and forward planning are helping to improve capacity and resilience.



- **CR5 Additional Learning Needs:** *The risk has a very high-risk score of 16, retaining the risk score from the previous quarter, reflecting the complex and challenging risk environment. It is forecast to remain static at this position.*

There is a risk that the Council may not meet its statutory duties under the Additional Learning Needs and Education Tribunal Act 2018 due to insufficient resources and capacity, potentially impacting children and families who rely on services. There is a financial risk associated with providing bespoke transport solutions to a growing number of children and young people with complex needs. There are also insufficient resources to deliver a fully bilingual service, resulting in unequal provision. Rising numbers of children and young people with complex neurodiverse needs and social/emotional health difficulties are placing additional pressure on specialist teams and affecting school staff wellbeing. To manage the risk, the Council has been working with stakeholders to explore ways to address additional learning needs transport and financial pressures, including a cross-directorate workshop to explore possible solutions. These ideas will now be considered in greater detail to investigate feasibility of them and the cost benefits. Terms of Reference for the ALN Transport working group has been agreed and a draft pilot programme for ALN transports has been drafted. The Education Endowment Foundation has been commissioned to work with the LA and schools to improve the quality and consistency of teaching and learning to meet the needs of all learners. Initial explorative work has been undertaken with Welsh LAs to establish how their ALN panels and decision-making systems and processes operate. This will help to streamline systems/processes in a way that enables efficient and effective decision making and allocation of placements to better manage demand.

- **CR7 Transition from the Welsh Community Care Information System (WCCIS):** *This risk has a medium/high risk score of 9 and is forecast to remain static from this position.*

Delays in replacing CareDirector pose significant risks, including inadequate information for staff, potential data leaks, and loss of credibility. If regional partners do not adopt the new system, benefits such as cost savings and shared care records will be more difficult to achieve. Risks could be heightened by delays in procurement and potential shortfalls in funding from Digital Health and Care Wales or the Welsh Government. Failure to develop the replacement digital solution for WCCIS could disrupt service access, cause data loss, and compromise service delivery. Operating on an unsupported system could create serious safeguarding risks and damage public trust, while inviting scrutiny from regulators like Care Inspector Wales, Welsh Government, and Public Services Ombudsman for Wales. Progress has been made with the procurement of a new system, with the contract being awarded to Mosaic by Access UK Ltd and a Connecting Care Project Board has been established to oversee local implementation. Additional staff have also been recruited to lead on Mosaic implementation. The Connecting Care Social Care Programme (CCSCP) Transition Management Group continues to make progress in supporting the coordinated contract exit from the CareDirector system.

- **CR9 Delivery of Major Regeneration Projects:** *This risk has a medium risk score of 6 having increased during a review in Q4 and is now forecast to remain static at this level.*



Failing to deliver large-scale regeneration projects on time and within criteria could harm the Council's economic resilience, job growth potential, and lead to political fallout. Current funding from the UK Government includes £20 million for Barry Making Waves, £20 million for Plan for Neighbourhoods Programme, and approximately £5 million from the Shared Prosperity Fund. Limited capacity, resources, and expertise could hinder the delivery of plans, such as the Local Development Plan and Carbon Management Plan. The commercial viability of elements of regeneration projects that will be delivered by partner organisations may deteriorate and the Council will not be able to deliver those parts of the schemes. This has already occurred with ABP deciding to pull out of the delivery of the Marina element of the Barry Making Waves project as a result of increasing costs and reducing viability due to current market conditions. Changes in government priorities and the closure of the Levelling Up Fund without a replacement could further hinder progress, funding and partnerships. These factors, combined with shrinking real-term budgets, puts pressure on financial resources and limits investment in regeneration. To manage this, the Council will adopt a prudent long term planning approach to the use of reserves to maximise funding opportunities from Welsh and UK Government including Levelling Up and transforming towns. Mechanisms are in place via the Project management tool kit, the Investment Strategy and regeneration governance to provide safeguards against project failure.

- **CR11 Digital:** *The risk has a medium risk score of 4 and is forecasted to remain the same from this position.*

We are making significant progress in delivering the foundational activities for long term transformation and have a robust roadmap for digitalisation. We have identified that there are extensive opportunities for digitalisation and our risk remains that we do not optimise against these due to lack of capacity. Failing to effectively grasp the benefits of digital transformation, while also anticipating and mitigating the potential challenges poses a risk to the Council. Elements of our processes are increasingly requiring digitisation, and failure to develop our connectivity may result in an inability to deliver statutory requirements and reporting. Failure to deliver the Digital Strategy and design services that meet our customers' needs in the channel of their choice will mean that services are not fit for purpose. Additionally, digital technology implementation costs can be significant and result in unplanned over-expenditure. The utilisation of data at an advanced level provides the ability to more accurately predict future events and therefore design services accordingly. Failure to do so will result in poor outcomes for long term provision. However, the restructured Digital Team is focusing on transformation and service redesign utilising technology to deliver the best outcomes for residents.

- **CR12 Safeguarding:** *The risk has a medium score of 4 and is forecast to remain static.*
There is a risk the Council and partner organisations may not meet their legal safeguarding duties, including compliance with the Wales Safeguarding Procedures, leading to legal or political consequences. There is also a risk that the Council's safeguarding procedures may be inadequate or unenforced, and that external providers may fail to meet their responsibilities in protecting vulnerable people. Challenges in recruitment and retention of qualified workers could result in failure to protect vulnerable groups. Inadequate



information-sharing systems may prevent safeguarding concerns from reaching the right people promptly. Failure of safeguarding procedures for children, young people and adults at risk could result in harm/injury, eroding public and attracting negative criticism from our regulators. Increased incidences of family abuse, neglect and domestic violence are also placing additional pressure on safeguarding services. To manage these risks, regular Corporate Safeguarding Group meetings review action plans, a task and finish group focuses on specific directorate actions, and a new local operational safeguarding group is being developed to strengthen multiagency safeguarding arrangements. An audit of the corporate safeguarding governance and training in May 2025 found 'reasonable' assurance.



Governance & Audit comments	SLT /Officer Response
Concern regarding the risks associated with the delivery of major regeneration projects such as Barry Marina.	The decision taken by ABP to withdraw from the delivery of a marina as part of the Vale's Levelling up programme is regrettable. In respect of a lack of forethought, ABP have spent significant sums on getting the proposals to the current point and unfortunately it is not a lack of forethought but rather changing economic and market circumstances that have led to the decision to drop this part of the scheme. The Council has been working with ABP to overcome this setback by seeking to acquire the land (the Mole) earlier in the process and amend the other parts of the scheme including the park and Ocean Water Sports training facilities to compensate for the loss. This has now been achieved, and we are working to amend the planning application to take account of the changes. Consultants working for the Council have also shown that the value for money indicators used to assess the original award of the grant by UK Government remain within the required parameters which should mean that the grant will not be changed. An update report will be presented to Cabinet in the Autumn regarding these changes and outline how the project is moving forward.
Issues regarding the Cardiff Region City Deal and the impact of the legal settlement relating to Aberthaw power station.	The Cardiff Capital Region are managing this process which is ongoing at the current time. The Council is part of the CJC and as such is contributing to these discussions and will continue to consider the most up to date position when updating the risk register.
Contract over runs and overspends for some projects where the costs had doubled from initial estimates.	The inflation rates over the last few years have had a significant impact on project delivery costs, and it is part of the function of the Council to monitor and manage this process. In most cases there is no more money so in effect the only option when costs rise is a combination of value engineering and project scope reduction, but this forms a key part of project delivery.