


**Carmarthenshire Corporate Risk Register October 2023**

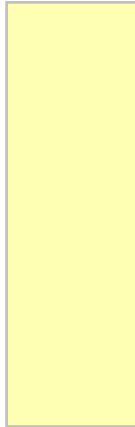
Risk Ref	Risk Title	Assigned To			
CRR190034	Cyber Risk such as: - Ransomware or malware infection - Denial of Service Attack (DOS) - Unauthorised network access (hacking) - External and Internal - Phishing Email Attack - staff approach - Increased risk of cyber crime due to phishing and malware attacks exploiting Covid-19	Head of ICT & Policy			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190034/001	Cyber incident response plan	Head of ICT & Policy	Significant 25	Significant 20	15 
CRR190034/002	Staff awareness training	Head of ICT & Policy		Catastrophic	5
CRR190034/003	Firewalls	Head of ICT & Policy		Likely	
CRR190034/004	Application control on servers	Head of ICT & Policy			
CRR190034/005	Security updates continuously rolled out	Head of ICT & Policy			
CRR190034/006	Annual, certified vulnerability assessments are carried out to find out if known vulnerabilities exist within our systems	Head of ICT & Policy			
CRR190034/007	Cyber Security Team conducts internal vulnerability scans continuously to ensure compliance with software update schedule and to quickly identify high risk issues.	Head of ICT & Policy			
CRR190034/008	Proactive monitoring of network and endpoint activity to detect and alert on potential adversarial behaviour - this includes post-compromise hacker activity as well as insider threats.	Head of ICT & Policy			
CRR190034/009	National Cyber Security Centre Advanced Cyber Defence tools are being used to help prevent commodity attacks	Head of ICT & Policy			
Action Items					


- Departmental Review for CMT  
October 2023 Update

Current risk scoring has been updated and increased. New control measures proposed.

The Uncontrolled risk has been upgraded from significant to catastrophic, because without any mitigations, the impact would be catastrophic and probability would be probable. If we didn't have the security and controls we have in place, we would almost certainly fall foul of an attack immediately. We are constantly under attack from various malicious attempts on our firewalls, networks and users. We therefore believe the increase is justified and necessary.


The Current risk rating has also been upgraded from high to Significant. That's because we've increased the probability from possible to likely. We've had a very clear message from Audit Wales and the Welsh Government that "it's a matter of when, not if" we become victims of a successful attack of some sort. We're also seeing a large number of phishing attacks via email. UK Government have also put all public sector organisations on "high alert" due to the war in Ukraine, as of January this year.



Risk Ref	Risk Title	Assigned To			
CRR190038	Increasing sickness absence and management of stress in the workplace.	Assistant Chief Executive			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190038/001	Robust sickness absence management framework	Assistant Chief Executive	Significant 20	Significant 20	16 
CRR190038/006	Resilience, self-service training availability (preventative action)	Assistant Chief Executive		Substantial Probable	4
CRR190038/007	Mental health / wellbeing checks integral part of 1-1's, supervision etc.	Assistant Chief Executive			
CRR190038/002	Robust stress management in the workplace framework	Assistant Chief Executive			
CRR190038/003	Provision of an adequately resourced occupational health service	Assistant Chief Executive			
CRR190038/004	Wellbeing Champions network	Assistant Chief Executive			
CRR190038/005	Mental Health First Aiders	Assistant Chief Executive			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>There has been a significant increase in sickness absence related to mental health, stress, and fatigue. Resulting in an exponential increase in the demand for WSS services. This is being compounded by the cost of living crisis and the inability of the NHS to respond effectively.</p> <p>Risk wording, scoring and new control measures proposed.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190033	<p>Extreme Weather Event - Operational Risk</p> <p>The physical effects of more frequent and intense weather patterns including storms and significant heat extremes conditions that compromise and stretch our operational ability to respond to widespread and prolonged emergencies both in the immediate response phase and recovery phase of a flood event, whilst also maintaining normal services. This will also include the risk of managing the public's expectation as the Council cannot respond to all requests for help during storm conditions. Response is curtailed by the resources available and the priorities at the time.</p>	Corporate Management Team			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190033/002	<p>Management of the response to a storm event in accordance with our strategic emergency plans, protocols and command structures.</p> <p>Available resources are prioritised according to strategic requirements.</p>	Director of Place & Infrastructure	<p>Significant</p> <p>20</p>	<p>Significant</p> <p>20</p> <p>Substantial</p> <p>Probable</p>	
Action Items					
<p>Departmental Review for CMT October 2023 Update (Rhodri Griffiths/ Ben Kathrens)</p> <p>Maintain existing rating – no evidence or reasoning to lower current risk</p> <p>Recent analysis as suggested that In total, there are 12,609 addresses at risk of flooding from any source in Carmarthenshire. 10,486 dwellings 1,471 businesses</p> <p>While it has been a relatively storm free winter, the risk remains the same. Projects completed include works on the outfalls at Ferryside, Betws, and Llansteffan, and an upgraded trash screen in Drefach. This work will help better manage flood risk at 55 home as 4 businesses. To manage the risk, we have again secured WG funding for investigations, asset management and capital works. This as been supplemented with an internal capital funding over the next three years. Our current funded works programme will benefit 1457 properties and businesses (only 11.5% of those at risk in Carmarthenshire). Our annual programmes or inspection, maintenance and investigation are continuing thus ensuring that existing infrastructure is maintained to the necessary standards</p> <p>Construction works have commenced on a scheme at Quarry Ffinant, Newcastle Emlyn which will manage the risk to 16 properties and 34 businesses. Our current asset inspection has been completed and defects and repairs are being implemented, prior to autumn and winter.</p> <p>During September preparatory works will be undertaken to ensure we are ready for the winter. These include checks to all pumps, checks on processes and systems, weather monitoring and forecasting rota updated. As of October 23, weekly checks of assets will be digital not on paper, we are also trailing telemetry and sensors at some high risk areas to provide timely data collections and identification of issues.</p>					



Risk Ref	Risk Title	Assigned To			
CRR190019	Failure to ensure that schools effectively manage their resources and respond to the challenges of reduced funding	Director of Education & Children Services			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190019/001	Lead the TIC Schools project, working with colleagues and schools to identify significant savings as set by the County Council through the budget efficiency programme	Director of Education & Children Services / Head of Education & Inclusion	Significant 20	Significant 20 Substantial Probable	16  4
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>School balances have reduced from £15 million March 2022 to £11 million March 2023. Director of Corporate Services presentation to Head Teachers Conference in June 2023 to highlight financial issues and to raise profile. Previous update still relevant for 2023 of 'Threat to reduced grant incomes as grants are flat cash v significant scale of pay rewards. It is hard to accurately cost grant bids due to the scale of uncertainty over pay awards and construction cost inflation thus increasing the risk', as well as 2022 Soulbury still not agreed.</p> <p>The Risk Rating has increased to 20 Significant (Substantial 4, Probable 5). Senior officers and ESAs work closely with Chairs and other members of the Governing Body to address issues in relation to finance and staffing. Governors receive detailed support and guidance from Education Support Advisers when recruiting senior leaders within their schools and when re structuring their staffing. This is ensuring an effective use of resources. Governors have been well supported to make very difficult decisions in many schools due the effective analysis of financial data. However, a minority of schools still face significant budgetary challenges and with the situation worsening more schools will be going into deficit. The Schools' Transformation Project in relation to schools will support school leaders with ensuring value for money and securing further efficiencies. A significant pressure is being placed on all schools' budgets due to delegation limitations. The number of schools serviced by the budget is placing general delegated budgets and ALN budgets under severe pressure, with services unable to meet the demands of our most vulnerable pupils. Any proposal to cut the delegated budget to schools will place more schools into deficit budget and will increase the deficit in those schools already in deficit. As a result of our Service Evaluation Report for Estyn and in light of additional financial savings required by schools, we need to review the funding formula for primary and secondary schools, and this is an Action in our Development Plan for 2023-24.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190028	School Leadership - Our ability to recruit and retain high quality and resilient school leaders who can respond to and deal with the transformation of education in Wales	Director of Education & Children Services			
Control Measures			Control Owner	Uncontrolled Risk Rating	Current Risk Rating
CRR190028/001	Develop and use a more robust competency based process to recruit school leaders		Head of Education and Inclusion	Significant 20	Significant 20
CRR190028/002	Provide each new school leader with a mentor who's an experienced and successful school leader		Head of School Effectiveness		Substantial Probable
CRR190028/003	Encourage leaders and prospective leaders to enrol on Partneriaeth's leadership courses/programmes		Head of School Effectiveness		
CRR190028/004	Provide Educational Support Adviser support for all new school leaders and provide bespoke induction/mentoring programme		Head of School Effectiveness		
CRR190028/005	Use the Headteacher Performance Management process effectively to challenge, develop and support school leaders		Head of School Effectiveness		
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>The current Risk Rating remains at Significant 20, the impact remains Substantial 4 and the probability remains Probable 5. This is due to the fall out of the pandemic which has led to a rise in early retirements with less of an appetite for deputies to step up. There is a risk that the current school footprint, which still contains many small schools which need school leaders covering multiple schools, is not an attractive role for applicants.</p> <p>We continue to use an Assessment Centre approach to recruit Headteachers; provide each new school leader with a mentor, encourage prospective leaders to enrol on Partneriaeth's leadership courses/programmes; provide Educational Support Adviser support for all new school leaders and use the Headteacher Performance Management process effectively to challenge, develop and support school leaders. A new recruitment drive is being developed with assistance from HR and Communications colleagues in order to attract more applicants for the current vacancies, this will form a key part of the new Workforce Strategy being developed for the Council.</p> <p>Currently, there is significant demand on leadership in our primary sector. A number of headteachers retired at the end of the last academic year placing significant pressure on the system and officers to identify new leaders and attract appropriate qualified candidates. This has proved to be the case for a number of vacancies during the last couple of months.</p> <p>Therefore we are working with the Marketing and Media Team, a school recruitment campaign is planned to attract high quality candidates to Carmarthenshire.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190056	Ensuring that the Authority effectively manages its financial resources and responds to the challenges of reduced funding (formerly CRR190004)	Director of Corporate Services/Head of Financial Services			
Control Measures			Control Owner	Uncontrolled Risk Rating	Current Risk Rating
CRR190056/001	Medium Term Financial Strategy - 3 Year Plan (including efficiency targets)	Director of Corporate Services/Head of Financial Services		Significant 20	Significant 20
CRR190056/002	Full County Council Elected Member Engagement on an annual basis to set priorities and allocate the Budget	Director of Corporate Services/Head of Financial Services			Catastrophic Likely
CRR190056/003	Challenge from Scrutiny Committees	Head of Administration & Law			
CRR190056/004	Public Consultation regarding budget priorities on an Annual Basis	Director of Corporate Services/Head of Financial Services			
CRR190056/005	Engagement with Welsh Government via WLGA to ensure Carmarthenshire County Council receives fair funding from Welsh Government	Director of Corporate Services/Head of Financial Services			
CRR190056/006	Transformation programme to support services to become more commercial ensuring operating costs are fully recovered	Assistant Chief Executive			
CRR190056/007	Robust workforce planning framework to ensure Services consider and predict future needs and demands and plan accordingly knowledge, skills, service delivery models.	Assistant Chief Executive			
CRR190056/008	Wales Audit Office external challenge and assessment	Director of Corporate Services/Head of Financial Services			
CRR190056/010	Transformation programme to identify and delivery projects aimed at reducing duplication and waste	Assistant Chief Executive			
CRR190056/011	Transformation programme to maximise the benefits that AI can help us deliver	Assistant Chief Executive			
CRR190056/009	Individual Heads of Service to develop efficiencies following external budget challenge reports	Director of Corporate Services			
Action Items					



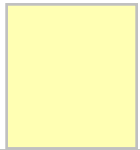
# Carmarthenshire Corporate Risk Register

## Risk Register - Carmarthenshire Corporate Risk Register

Corporate Management Team

- Departmental Review for CMT  
October 2023 Update

Budget outlook paper indicates savings required of £8-12 million for 2024/25 financial year. Savings proposals identification carried out by Departments during the summer to go Cabinet away day in October.



Risk Ref	Risk Title	Assigned To			
CRR190077	Significant operational pressures within the Fleet Services unit including a difficulty to retain or recruit skilled technicians and technical support staff, as well as vehicle supply chain pressures (hire/lease/purchase) combined with escalating parts, materials costs and fuel costs.	Director of Place & Infrastructure/Head of Transportation & Highways			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190077/001	Review employee remuneration to ensure competitive offer in marketplace and targeted promotion of vacancies.	Director of Place & Infrastructure/Head of Transportation & Highways	Significant	Significant	
CRR190077/002	Continue to engage with market to try to secure additional resources.	Director of Place & Infrastructure/Head of Transportation & Highways	25	20 Substantial Probable	
CRR190077/003	Prioritise HGV fleet and maintain Operator's licence.	Director of Place & Infrastructure/Head of Transportation & Highways			
CRR190077/004	Ensure fuel security with monitoring of fuel supplies and bunkered store and have contingencies in place.	Director of Place & Infrastructure/Head of Transportation & Highways			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Market engaged and additional resource secured. HGV and O Licence vehicles prioritised. Service performance report monitored. Fleet availability at 96.91%. Operational risk mitigated but Supply chain challenges emerging on vehicle supply. Nature of risk is changing from operational to strategic.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190068	Continued deterioration of the condition of highways infrastructure and assets. Failure to address maintenance backlog (£63 million), as a consequence of falling investment levels leading to high levels of demand and Increased level of claims.	Director of Place & Infrastructure/Head of Transportation & Highways			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190068/001	Manage network in accordance with Highways Asset Management Plan adopting a risk based approach in accordance with the National Code	Director of Place & Infrastructure/Head of Transportation & Highways	Significant 20	Significant 20	
CRR190068/002	Continue to present the case for additional investment of capital , grant and revenue. Improve information systems on vulnerable assets such as drainage.	Director of Place & Infrastructure/Head of Transportation & Highways		Catastrophic Likely	
CRR190068/003	Inspection regime and response in line with highways asset management plan in compliance with Highways Maintenance Code of Practice	Director of Place & Infrastructure/Head of Transportation & Highways			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Interim asset management report prepared, limited funding secured through resilient roads, Pressures on the network are increasing due to harsh winters. The asset management annual statement will be presented in the autumn. Reduced funding from WG along with a change of focus from road improvement work to active travel initiatives will mean that our ability to address the highway network issues are largely beyond our direct control. Consequently, we will continue to prioritise based on risk and hierarchy.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190067	Lack of availability of domiciliary care to support vulnerable adults which leads to the risk of people being unsupported and potentially unsafe in the community, as well as people being delayed leaving hospital preventing others being able to access urgent medical treatment.	Director of Communities/Head of Adult Social Care/Head of Integrated Services/Head of Commissioning			
Control Measures					
		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190067/001	Support the sector to grow the workforce.	Director of Communities/Head of Adult Social Care/Head of Integrated Services/Head of Commissioning	Significant 25	Significant 20	
CRR190067/002	Review of all those receiving care to look at opportunities to safely reduce arrangements to release care hours to support others	Director of Communities/Head of Adult Social Care/Head of Integrated Services/Head of Commissioning		Substantial Probable	
CRR190067/003	Ongoing review of those waiting for care to reduce level of care needed.	Director of Communities/Head of Adult Social Care/Head of Integrated Services/Head of Commissioning			
CRR190067/004	Consideration of temporary placement where appropriate to support those waiting for care.	Director of Communities/Head of Adult Social Care/Head of Integrated Services/Head of Commissioning			
CRR190067/005	Bridge packages of care wherever possible.	Director of Communities/Head of Adult Social Care/Head of Integrated Services/Head of Commissioning			
CRR190067/006	Refresh of domiciliary care commissioning framework completed	Director of Communities/Head of Adult Social Care/Head of Integrated Services/Head of Commissioning			
CRR190067/007	Commissioned preventative services in the third sector to develop five community hubs to reduce demand pressures.	Director of Communities/Head of Adult Social Care/Head of Integrated Services/Head of Commissioning			
CRR190067/008	Developed the Care Academi.	Director of Communities/Head of Adult Social Care/Head of Integrated Services/Head of Commissioning			
Action Items					
<p>Departmental Review for CMT October 2023 Update</p> <p>We continue to experience pressures, however, there is a gradual reduction in numbers of people waiting for a package of care and on-going action are as follows: We have recently refreshed our domiciliary care framework and this has attracted a number of new providers to the market. Our strategic approach to developing a mixed economy of care includes the continues growth of our in house service and the development of micro/ social enterprises.</p> <p>We are seeing positive results in relation to our integrated home-based care service, a partnership initiative with the Health Board which is impacting on the numbers able to leave hospital. However anticipated performance has been thwarted due to the inability to recruit significant numbers to these positions. The Care and Support Coordinators are continuing to review all those receiving or waiting for care to see whether levels of care can safely be reduced, and care hours released. In addition, we are risk assessing all those waiting for care so we can prioritise those waiting when hours become available. Bridging opportunities such as temporary residential placements are in place to temporarily provide care whilst a long-term provider is sourced.</p>					

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Risk Ref	Risk Title	Assigned To			
CRR190049	Risk of local business and economy not recovering from the cost-of-living crises and rises in energy and inflation.	Head of Regeneration			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190049/001	Financial support to businesses	Head of Regeneration	Significant 20	Significant 16	
CRR190049/002	Advice to businesses	Head of Regeneration		Substantial Likely	
CRR190049/003	Support to businesses	Head of Regeneration			
CRR190049/004	Embed the Carmarthenshire 1st approach as part of our progressive procurement process.	Head of Regeneration			
CRR190049/005	Robust economic plans to protect jobs and safeguard businesses.	Head of Regeneration			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Work continues to deliver the Carmarthenshire Economic Recovery Plan (ERP). £4.5m of financial support has been made available to businesses over the next two years through the Shared Prosperity Fund (SPF) business anchor projects via the Property development Fund, Business Renewable Energy Fund and Business Growth &amp; Start Up Fund. Businesses have been invited to apply and demand for the funding has been high. To date several applications have been assessed and grant offers are starting to be made to successful businesses. Funding has also been secured under the SPF business anchor to deliver the Sir Gâr Business Engagement Project that will see support provided to businesses to encourage inter trading, support local supply chains, support delivery of progressive procurement initiative and encouraging entrepreneurship. Staff recruitment is underway, and we anticipate this area of the programme to accelerate over the coming months.</p>					

Risk Ref	Risk Title	Assigned To				
CRR190069	Contractor and internal capacity issues leading to a high backlog of housing responsive repairs and housing voids which reduces the number of homes available to let and a delay in repairs being completed.	Director of Communities				
Control Measures		Review Date	Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190069/001	Parcel work based on type and geographical location to encourage take up by contractor		Head of Housing Property & Strategic Projects	Significant 20	Significant 16	
CRR190069/002	Introduce a new Property Works Framework by August 2023		Head of Housing Property & Strategic Projects		Substantial Likely	
CRR190069/003	Staffing resources to be reviewed as part of Divisional realignment in 2022		Head of Housing Property & Strategic Projects			
CRR190069/005	Employment of additional operational staff to provide greater in-house resilience and to reduce dependence on limited contract contractor base in the area		Head of Housing Property & Strategic Projects			
CRR190069/006	Undertake a review of Voids repair processes		Head of Housing Property & Strategic Projects			
CRR190069/007	Upgrade Total Repairs property maintenance job management system to Total Connect and Asset Management system to CX Assets to improve data management and issuing of work to contractors / in-house staff, plus improved communication with tenants		Head of Housing Property & Strategic Projects			
CRR190069/008	Discussions with contractors to encourage take up of work during remaining period of the Minor Works Framework		Head of Housing Property & Strategic Projects			
Action Items						

- Departmental Review for CMT  
October 2023 Update

Availability of contractors under the current Minor Works Framework had improved during the spring / summer, but we are now experiencing a repeat of last year's unavailability / unwillingness to take work due to high demand from other clients and framework rates remaining unattractive. We are continuing to batch and package work together to encourage take-up, but this is resource-hungry and often extends work delivery programmes. The decision in June to extend the current framework to 31st July 2024 and a subsequent inflation uplift, for those that have requested it, will provide greater certainty and hopefully encourage contractors to employ additional staff / sub-contractors.

The new Housing Contract & Commissioning Team is now fully resourced and has an agreed action plan to ensure implementation of the new framework by August 2024 including a successful cross-County series of awareness raising events to inform local contractors of the future opportunity. A cross-departmental implementation group has been established to monitor progress and ensure ongoing key stakeholder engagement.

Staffing resources have been supplemented in part, but major areas of the Divisional realignment have not yet been approved and backlogs of work are ongoing. 2 Temporary posts to manage an enlarged scheduling team has enabled all follow-on calls to be diverted from the corporate contact centre and has significantly improved communication with tenants and detailed identification of outstanding repair work. Together with diverting heating-related calls directly to the servicing contractor, this has reduced housing repairs calls to the corporate contact centre by 2/3rds. 2 senior management secondments have also significantly assisted with implementing improvements across the service and an additional Responsive Maintenance Manager has now been appointed, splitting the County into 2, to increase management capacity.

Discussions have been held with a number of contractors to identify reasons for not taking work, with some success, although framework rates, skills shortages and high demand remain barriers to framework contractors taking work.

Some additional operational staff have been recruited for responsive maintenance and voids, but approval is awaited to employ in-house staff for Adaptations. The ambition remains to significantly further increase in-house resources from spring 2024, subject to a review of productivity and efficiency of the current in-house team.

The Voids Review was completed in May 2022 and all the recommendations have been accepted. Implementation of many have completed and some are ongoing. A cross-Divisional Implementation Group has been established to monitor and deliver ongoing progress. Voids have reduced from a peak of 399 at the end of May 2022 to a current level of 211 as at 6th September 2023.

Implementation of Total Connect is ongoing and is due to be completed on a phased basis over various teams between now and April 2024.







Risk Ref	Risk Title	Assigned To				
CRR190032	<p>Flood - Strategic Risk</p> <p>The physical effects of more frequent and intense storm conditions that compromise homes, businesses, essential infrastructure and services. This will also include the risk of managing the public's expectation that the Council can completely address, control and mitigate all flood risks regardless of source or asset owner.</p>	Director of Place & Infrastructure				
Control Measures						
CRR190032/001	Flood Risk Strategy and FRMPs		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
			Director of Place & Infrastructure	Significant	Significant	
				20	16	
CRR190032/002	Community Plans in terms of self-help where practicable		Director of Place & Infrastructure		Substantial	
					Likely	
CRR190032/003	Continue to work with our professional partners (as a LLFA)		Director of Place & Infrastructure			
CRR190032/004	S19 Reports and action plans		Director of Place & Infrastructure			
CRR190032/005	Pro-active maintenance programme for flood assets		Director of Place & Infrastructure			
CRR190032/006	Making more use of contemporary flood data and information from partner agencies		Director of Place & Infrastructure			
CRR190032/007	SAB for future development and TAN 15 compliance		Director of Place & Infrastructure			
CRR190032/008	Effective communication strategy		Director of Place & Infrastructure			
Action Items						
<p>Departmental Review for CMT</p> <p>October 2023 Update (Rhodri Griffiths/ Ben Kathrens)</p>						
<p>Maintain existing rating.</p>						
<p>In 2023, we are currently developing a flood risk management strategy which will seek to evaluate the risk across the county and in our 6 primary risk catchments. The strategy and associated plan will set out our priorities for managing flood risk over the next 7 years (2024-2030).</p>						
<p>Our annual works programme also involves the strategic evaluation of flood risk at community level. This has included to date Llanybydder, Llandysul, Llangennech, Kidwelly, Penyfan and Trostre (East Llanelli), Heol Buckey (Llanelli), Bynea (Llanelli), Ammanford. New project for 2023 include Whitland and Dafen in Llanelli</p>						

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Risk Ref	Risk Title	Assigned To						
CRR190016	Delivery of the Authority's Waste Management and Recycling Strategy to ensure that we meet our statutory recycling targets and wider obligations including improvements to the quality of recyclable materials to support circular economy principles and reduce carbon outputs in accordance with Welsh Governments Beyond Recycling national strategy	Head of Waste & Environmental Services						
Control Measures					Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190016/001	Maintain current provision and infrastructure for recycling		Head of Waste & Environmental Services	Significant	Significant			
CRR190016/002	Continue education and awareness activity to improve participation		Head of Waste & Environmental Services	20	16 Substantial Likely			
Action Items								
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update (Daniel John)</li> </ul> <p>Maintain current provision and infrastructure for recycling –</p> <p>In January 2023 we implemented our first stage of the waste strategy and kerbside recycling service change. This has resulted in our overall recycling rate improving by 3.57% compared to last year, thereby exceeding the statutory minimum of 64%. We are in the process of delivering the second phase of change with a timeline and project plan developed. Currently in the final stages of business case development for new sorting infrastructure in conjunction with CWM Environmental.</p> <p>Continue education and awareness activity to improve participation -</p> <p>We have recently appointed 6 Waste Wardens – These Wardens will Carry out community engagement, undertaking proactive and reactive inspections throughout the County in relation to matters surrounding and arising from domestic waste that is presented at kerbside for scheduled collections in relation to the upcoming changes to the waste and recycling collections. We have developed a communications and engagement plan with Corporate Media &amp; Marketing to ensure consistent and continual awareness and engagement with the public and wider communities to support recycling participation.</p>								

Risk Ref	Risk Title	Assigned To			
CRR190029	Net Zero Carbon Failure to deliver the Council's commitment to become a net zero carbon local authority by 2030	Director of Place & Infrastructure/Head of Place and Sustainability			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190029/001	The Council has adopted a realistic, pragmatic and achievable approach in its Net Zero Carbon Plan.	Head of Place & Sustainability	Significant 20	Significant 16 Substantial Likely	12  4
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update (Rhodri Griffiths/ Kendal Davies)</li> </ul> <p>Increase the risk rating to Substantial x Likely = 16</p> <ul style="list-style-type: none"> <li>In 2022/23, our finalised total reported emissions reduced by -6.3% compared to 2021/22 i.e., Streetlighting (-2.8%), Fleet (+0.3%) and Business Mileage (+7.5%). There was a significant -9.1% reduction in emissions from our Non-Domestic Buildings (these account for ~70% of our total reported carbon emissions). Since 2016/17 our reported carbon emissions have reduced by -36%.</li> <li>In August 2023 we secured Welsh Government Low Carbon Heat Grant funding for six primary schools. Total project cost is £4.42m with 90% funding of £3.57m (2023/24) plus £0.41m (2024/25).</li> <li>Welsh Government are funding Local Area Energy Plans (LAEPs) to ensure coverage across each local authority area by 31/03/2024. We are the lead local authority for the SW Wales Region, and work is progressing well.</li> <li>We are on target to publish a revised Net Zero Carbon (NZC) / Decarbonisation Plan by 31/03/2024 that will incorporate Welsh Government guidance, together with trajectories for carbon emission reductions accompanied by milestone targets.</li> <li>The estimated cost of achieving the council's low carbon net zero plan is £166+m. This estimate is based on £133m in achieving 80% compliance with the target recognising the disproportionate cost of additional mitigation measures in achieving the residual 20% reduction through carbon mitigation measures. It is anticipated that the 20% residual carbon would likely be delivered through carbon offsetting . Total cost is therefore likely in excess of £166m+ to achieve the net zero commitment. In light of the budget settlement and while the council will explore all avenues of funding to support the programme, the total cost of monies to fund the programme is yet to be identified ahead of 2030 .</li> </ul>					

Risk Ref	Risk Title	Assigned To			
CRR190076	Failure to secure the full extent of home-to-school transport services from third party providers due to a range of economic and market specific issues including increasing fuel costs, driver and maintenance technician shortages across the industry, supply market challenges (vehicles and parts) and an increasing complexity in demand management.	Director of Place & Infrastructure/Head of Transportation & Highways			
Control Measures					
		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190076/001	Introduce emergency fuel supplement payments to operators to sustain services.	Director of Place & Infrastructure/Head of Transportation & Highways	Significant 20	Significant 16	
CRR190076/002	Continue to engage with operators.	Director of Place & Infrastructure/Head of Transportation & Highways		Substantial Likely	
CRR190076/003	Work closely with Education.	Director of Place & Infrastructure/Head of Transportation & Highways			
CRR190076/004	Continue to make representations to WG via the WLGA.	Director of Place & Infrastructure/Head of Transportation & Highways			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Officers continue to work with private transport operators to ensure the supply of transport services continue to meet the changing demand for home to school transport. Active engagement by officers on a national and regional basis with WG takes place to maximise passenger transport services for the available funding with services adjusted in accordance with allocated WG funding.</p>					

Risk Ref	Risk Title	Assigned To	Control Measures	Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190061	Attracting, recruiting and retaining talent	Assistant Chief Executive					
CRR190061/001	Improved internal recruitment processes including approach to interviews.	Assistant Chief Executive			Significant 25	High 15	20 
CRR190061/002	Flexible People Management policies	Assistant Chief Executive				Catastrophic	-5
CRR190061/003	Up to date Workforce Strategy	Assistant Chief Executive				Possible	
CRR190061/004	Robust Workforce Planning	Assistant Chief Executive					
CRR190061/005	Improved employer branding	Assistant Chief Executive					
CRR190061/011	Visible career pathways with sponsored qualification frameworks for progression (alternative routes to higher education)	Assistant Chief Executive					
CRR190061/006	Flexible People Management policies	Assistant Chief Executive					
CRR190061/007	Opportunities to develop	Assistant Chief Executive					
CRR190061/008	Provision of wellbeing support	Assistant Chief Executive					
CRR190061/009	Providing staff with a voice	Assistant Chief Executive					
CRR190061/010	Employer of Choice - Improve linkages between L&D and Education Department to promote career opportunities within schools e.g.	Assistant Chief Executive					
<b>Action Items</b>							
Departmental Review for CMT October 2023 Update  Risk title changed from "CRR190061 – Effect of Covid -19 and Brexit on recruiting and impact of workforce planning." to "Attracting, recruiting and retaining talent." This risk is very narrow now – there are wider recruitment and, more importantly, attraction and retention risks, that are not linked to covid or Brexit, such as an aging workforce, private sector competition, workforce engagement, AI, being employer of choice, etc.  New control measures proposed and current risk rating lowered from a score of 20 (Substantial / Probable) to 15 (Substantial / Possible).							

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Risk Ref	Risk Title	Assigned To			
CRR190073	Ensure effective Business Continuity Arrangements are in place.	Corporate Management Team			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190073/001	Risk Management group to establish and coordinate working group on behalf of CMT to look at Business Continuity Plans across the Authority.	Corporate Management Team	Significant 20	High 15 Significant Probable	
Action Items					
<ul style="list-style-type: none"> <li>Departmental review for CMT October 2023 Update</li> </ul> <p>Title of Corporate Risk has been re-worded after consultation at Corporate Services DMT. The Business Continuity Task and Finish Group are due to meet and will have a wider remit than first thought across the Authority. Group members to be considered and to meet in due course.</p>					



Risk Ref	Risk Title	Assigned To			
CRR190050	<p>Risk of contractor and suppliers failing to deliver projects/schemes, because of highly volatile macro economic conditions and inflation/disruption to suppliers, service goods and materials, which has an impact of the non-delivery of capital works.</p> <ul style="list-style-type: none"> <li>- Failure to meet grant expenditure conditions.</li> <li>- contractors resources depleted</li> <li>- contract failure</li> <li>- cost increases</li> <li>- sourcing materials</li> <li>- Contractors unwilling to carry out work at framework prices</li> </ul>	Director of Place & Infrastructure			
Control Measures			Control Owner	Uncontrolled Risk Rating	Current Risk Rating
CRR190050/001	Review pipeline of projects with clients to align project delivery and budget with supply side capacity and market conditions.	Director of Place & Infrastructure	20	High	
CRR190050/003	Undertake regular financial checks on suppliers.	Director of Place & Infrastructure		Catastrophic	
CRR190050/004	Approved exception process in place for exceptional circumstances	Director of Corporate Services		Possible	
CRR190050/005	Undertake a review of the Council's Contract Risk allocation	Director of Place & Infrastructure			
Action Items					
<p>Departmental Review for CMT October 2023 Update (Jason G Jones)</p> <p>Maintain existing risk rating</p> <p>Control updates</p> <p>CRR 190050/001 – The pipeline of projects continues to be reviewed with clients as part of on going scheme progress and budget monitoring meetings. CRR 190050/003 – Financial checks continue to be undertaken on an on going basis, as part of the procurement process for each project. As part of the Framework requirements and on going management, contractors are required to maintain the minimum financial requirements to allow pre qualification. Individual scheme monitoring, and programme budget monitoring for collective schemes, is undertaken on an on going basis. CRR 190050/004 – The approved exception process continues to be used when required to progress projects. CRR 190050/005 –The Head of Risk and Compliance has examined the contractual limitation of liability and has made a deliberated decision to align the cap with the level of Professional Liability. The determination of the Professional Liability level will be established by the Risk Section as an integral part of a procurement call off process.</p>					

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Risk Ref	Risk Title	Assigned To	Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190072	Deterioration of the condition of school and non-school buildings due to resource pressures (financial and human) necessitating postponement of timely interventions	Director of Place & Infrastructure / Property Maintenance Manager				
<b>Control Measures</b>						
CRR190072/001	Building condition surveys on non-school buildings and reports to be reinstated		Property Maintenance Manager	Significant 25	High 15	
CRR190072/002	Building condition surveys on school buildings and reports to be reinstated		Director of Place & Infrastructure / Property		Catastrophic	
CRR190072/003	Risk Management bid to be considered to fund urgent building condition surveys		Director of Place & Infrastructure / Property Maintenance Manager		Possible	
CRR190072/004	Establishment of a Schools Handy Van service for Primary school, with 2 inspections by an inspector annually.		Director of Place & Infrastructure / Property Maintenance Manager			
<b>Action Items</b>						
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update (Jason G Jones)</li> </ul> <p>001 &amp; 002 Ongoing condition surveys of educational facilities are being conducted as per the established program, in accordance with the framework agreed upon with Corporate Property. Notably, the most recent condition surveys indicate a noteworthy enhancement in overall facility conditions. However, it is essential to acknowledge that this improvement may be attributed to the implementation of a revised methodology introduced by the Welsh Government.</p> <p>Presently, our projections indicate a substantial projected requirement of £80 million over the ensuing five years. This funding is necessary to ensure the continued maintenance of our entire commercial property portfolio at a level that aligns with reasonable condition standards.</p> <p>004 The TIC Programme Board is overseeing the progress of the Schools Handy Van service. As part of this oversight, regular inspection visits for primary schools by the Handyvan team and Building Inspectors persist.</p> <p>Within our Property Maintenance team, a comprehensive list of repair requirements, necessitating budgetary approval from the respective schools. Regrettably, there have been some delays in securing these approvals.</p> <p>In parallel, we have undertaken a cost analysis for the expansion of our services to encompass Secondary Schools and Corporate buildings. A business case has been developed and is presently under consideration through a DOR.</p> <p>In pursuit of continuity beyond the trial period, the Education Department has been tasked with the responsibility of formulating a growth bid to sustain the Primary Schools Handyvan Service.</p>						

Risk Ref	Risk Title	Assigned To			
CRR190014	Delivery of the Pentre Awel Project (Outcomes / Budget)	Chief Executive			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190014/001	Project Board is operational with suitable governance and representative membership	Chief Executive	Significant 16	High 12	8 
CRR190014/002	Development of Zones 1-4 of Pentre Awel consisting of business, education and skills, research and clinical delivery and leisure facilities (Zone 1), assisted living (Zones 2 and 3), affordable and social housing (Zone 2) and hotel and open market housing (Zone 4)	Chief Executive		Substantial Possible	4
CRR190014/003	Financial Planning	Director of Corporate Services			
Action Items					
<p>Departmental Review for CMT October 2023 Update</p> <p>Current risk rating has been raised to High (Probability Possible and Impact Substantial).</p> <p>Team strengthened with HoS now in post to drive forward the project.</p> <p>The Governance Structure evolves as required to meet best practice as the project implementation progresses. At all times the Project Board heads the governance structure and reports within the Council Democratic Process and that of the City Deal. The project structure chart has been updated to reflect the new working groups on the construction, operational and service delivery. For example, the Whole Site Operational Group is focusing on the management and maintenance as Zone 1 as a priority.</p> <p>Carmarthenshire County Council and Bouygues entered into a construction contract in February 2023 for the Zone 1 works. Zone 1 construction progression to programme. The project has recently reached a major milestone following the completion of the pilings works onsite. In addition, BYUK has completed its site set up and has commenced excavation of the pool and works to the car park. An opportunities savings list is maintained and will need to be realised in order to meet the agreed contract sum. CCC continues to work closely with Bouygues to support its community benefits programme which consequently will deliver key socio economic outcomes for employment and training, local supply chain engagement, education and community initiatives. £1.2M secured from the PNC Trust fund along with a further £300,000 from charitable donations to contribute to the capital costs of the hydrotherapy pool. Capital bid developed with the Health Board to fund key areas of clinical fit out and meet any gap in hydrotherapy funding.</p> <p>Early scoping work to commence on Zone 2 with a lead resource now identified.</p> <p>Zone 3 – assisted living design about to conclude at RIBA Stage 2</p>					

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Risk Ref	Risk Title	Assigned To	Control Measures	Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190075	Continuing to improve the way we respond to the current pressures on Homeless Services through innovative working practices, support, flexibility and investment. Failure to do so will result in us not meeting housing need, increasing homelessness, an unsustainable service and residents not having the right home at the right time.	Director of Communities					
CRR190075/001	Managing demand at the front end through the newly formed "Housing Gateway" team that will ensure a full assessment of housing and support needs to ensure accommodation offered is sustainable.	Director of Communities			Significant 16	High 12	
CRR190075/002	Weekly monitoring of homelessness presentations use, and availability of temporary and permanent accommodation.	Director of Communities				Substantial Possible	
CRR190075/003	Continuing with direct allocation of homes to those in greatest need as per Emergency Allocation Policy.	Director of Communities					
CRR190075/004	Implementation of Rapid Rehousing Transitional Plan in partnership with internal and external stakeholders to ensure right home	Director of Communities					
CRR190075/005	Continued delivery of affordable homes programme to increase availability of affordable homes through new build (ourselves and RSLs), access to additional private rented accommodation, buying private sector homes, bringing more empty properties back into use and s106 agreements.	Director of Communities					
CRR190075/006	Continuing to deliver our commitments to the resettlement programmes in a managed and co-ordinated way.	Director of Communities					
<b>Action Items</b>							
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Communities Update - Risk has been updated to cover the wider housing pressures (not just the resultant homelessness) in terms of managing housing demand and increasing housing supply.</p> <p>Education &amp; Children Update - There has been a marked increase in youth homelessness since the pandemic, particularly amongst 16/17 year olds in the Llanelli area. The Youth Support Service is working with other relevant departments and agencies to ameliorate this trend. Furthermore, Housing and Public Protection are working with secondary schools on an unit of work to deliver three learning outcomes on: Housing; Budgeting and preparing to manage a home independently.</p>							

Risk Ref	Risk Title	Assigned To			
CRR190031	Failure to comply with the requirements of the Local Government and Elections (Wales) Act	Corporate Management Team			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190031/001	Public participation strategy being produced	Corporate Management Team	High 12	High 12	
CRR190031/002	Petition scheme being developed	Corporate Management Team		Substantial Possible	
CRR190031/005	Collaborative working with Principal councils - awaiting further guidance from WG	Corporate Management Team			
CRR190031/006	Corporate Joint Committees - Guidance awaiting from WG - LG engagement will be expected in developing regulation	Corporate Management Team			
CRR190031/007	Webcasting of meetings arrangements in place and work ongoing on developing the arrangements for moving from remote attendance meetings to hybrid meetings	Corporate Management Team			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Impact of poor planning assumptions, no comprehensive project plan and lack of coordination with other Returning Officers will lead to electors being disenfranchised, inconsistent voter experience and potential breach of legislation. The control measures we have in place such as a robust Project Team that has a wealth of experience in Finance, Communication, IT and election law, live issue and risk registers ensure that all necessary activities are planned for and sufficient resources are available.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190015	Delivery of the Approved Capital Programme (Outcomes / Budget)	Director of Corporate Services			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190015/001	Strategic Asset Steering Group	Head of Financial Services	Significant	High	
CRR190015/002	Project Grants Manual and Project Management Tool Kit	Head of Regeneration	16	12	Significant
CRR190015/003	Project Management Training	Assistant Chief Executive		Likely	
CRR190015/004	Long term Treasury management / loan funding	Director of Corporate Services			
CRR190015/005	Consideration to be given to prioritisation of approved schemes to maximise outcomes, subject to grant conditions.	Director of Corporate Services			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Quarter 1 budget monitoring indicates £60 million potential variance/slippage, risk of potential delays to high profile levelling up projects.</p>					



Risk Ref	Risk Title	Assigned To				
CRR190005	Ensuring effective management of Grant Funding (including accessing Grant Funding) Threat of having to repay significant Grant monies. Failure to manage grants and maximise on the funding resources available Failure to secure funding Failure to deliver current projects within the set timescales Failure to deliver outputs in line with the T&Cs of grant paying department	Director of Corporate Services				
Control Measures						
		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023	
CRR190005/005	Recovery Group reviewing financial position	Director of Corporate Services	Significant	High		
CRR190005/006	Reprioritisation of funding to best address the current liabilities	Director of Corporate Services	16	12		
CRR190005/007	Reprioritisation of capital programme	Director of Corporate Services		Substantial		
CRR190005/001	Project Management Training	Director of Corporate Services		Possible		
CRR190005/002	Grant Funding Bodies Guidance Briefings and Training	Director of Corporate Services				
CRR190005/003	Grants Panel	Director of Corporate Services				
CRR190005/004	Grants Manual / CPRs / FPRs	Director of Corporate Services				
CRR190005/008	Effective Budget Monitoring	Director of Corporate Services				
CRR190005/009	Contract management toolkit has been developed & E-Learning to be launched	Director of Corporate Services				
Action Items						
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> Inflationary risks remain a live issue. Joint projects with other public sector bodies are significantly increasing delivery risk.						

# Carmarthenshire Corporate Risk Register

Corporate Management Team

Risk Ref	Risk Title	Assigned To	Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190057	Maintain and develop an effective Local Development Plan	Head of Place & Sustainability				
<b>Control Measures</b>						
CRR190057/001	Development of an effective Local Development Plan (LDP)	Head of Place & Sustainability		High	High	
CRR190057/002	Adopted LDP in place with no defined end date – continued monitoring through Annual Monitoring Reports to assess effective implementation.	Head of Place & Sustainability		12	12	Substantial Possible
CRR190057/003	Develop policy interventions to ensure the effective implementation of the adopted LDP including use of LDO's etc enabling policy approaches to be agile and adaptable to changes in context and strategic objectives.	Head of Place & Sustainability				
CRR190057/004	To continue the preparation of the Revised LDP reflecting of the Councils corporate and strategic objectives whilst having appropriate regard to national policy and legislation.	Head of Place & Sustainability				
CRR190057/005	Put in place a revised Delivery Agreement and timetable by April 2022 for the preparation of the Revised LDP with WG agreement.	Head of Place & Sustainability				
CRR190057/006	To participate and collaborate regionally on the preparation of the Strategic Development Plan for South-West Wales.	Head of Place & Sustainability				

## Action Items

Departmental Review for CMT  
October 2023 Update (Rhodri Griffiths/Ian Llewelyn)


CRR190057/001 AND 004 – Revised LDP 2nd Deposit and supporting documents published for public consultation between 17 February to the 14 April 2023. The response received are currently being registered with over 1200 representations received in relation to all aspects of the LDP as well as 12 for the Integrated Sustainability Appraisal and 17 for the Habitat Regulations Assessment predominately from technical and regulatory technical consultees.

The responses received will moving forward be considered and will form part of the suite of documentation to be submitted to the Welsh Government as part of the Examination into the Revised LDP.

CRR190057/006 – Joint evidence has been prepared regionally with the dual benefit of supporting the preparation to a future Strategic Development Plan but also informing reviews of the LDPs across the region. This evidence has included a regional Strategic Flood Consequences Assessment, Defining the extent of the National Growth Area for Swansea Bay and Llanelli as well as Nutrient Credit Trading Feasibility Study.

CRR190057/002 – Annual Monitoring Report for 2022/23 in relation to the Adopted LDP reported to CMT 24/8/23. Scheduled for reporting to the meeting of County Council on the 11th October ahead of submission to the Welsh Government by the 31st October deadline.

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Risk Ref	Risk Title	Assigned To			
CRR190018	Failure to deliver a quality Education Service	Director of Education & Children Services			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190018/003	Raise standards at each key stage	Head of Education and Inclusion	Significant 16	High 12	16 
CRR190018/004	Support schools to develop and deliver new curriculum	Head of Education and Inclusion / Head of Curriculum and Wellbeing		Substantial Possible	-4
CRR190018/005	Support schools to implement ALN reform	Head of Education and Inclusion			
CRR190018/007	Provide appropriate support for vulnerable learners - ALN, LAC, EAL, Travellers, e-FSM	Head of Education and Inclusion			
CRR190018/008	Manage the 21st Century School Programme and reduce the number of surplus places with the schools system	Head of Access to Education			
Action Items					

- Departmental Review for CMT  
October 2023 Update

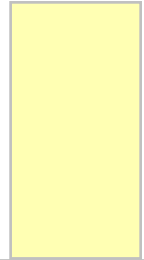
The updated risk rating is High 12 (the Impact remains Substantial 4, and possibility is now Possible 3).  
 The Education service will be severely disrupted due to any proposed cuts in the education service budget. The department will have to identify what services need to be reduced and what services can no longer be delivered. The Budget Consultation process has restarted and will be reflected in the Risk score on conclusion of this process.  
 The Departments work on our Service Evaluation and individual Service reviews coupled with Estyn school inspections and our quality assurance in school's success indicates that the possibility of failure to deliver a quality Education Service has reduced. However, we will continue to monitor wellbeing issues in schools amongst the children and staff which has been a concern following the lockdown period. Attendance in our schools also remains below the Welsh average. This may be linked to the difficulties arising from the pandemic.  
 Attendance at the start of the new term has improved for most schools and overall, compared to the same period last year, however the overall figure remains below the pre COVID benchmark of 90%. Education Services and Children's Services will continue to work to link together to tackle all wellbeing issues.  
 Standards at each key stage remain high but slightly below pre-COVID benchmarks. Following WG guidance, Standards are also moving away from attainment and toward progress and wellbeing. While we await a national set of measures for progress and wellbeing, we are currently reflecting progress based on Education Support Advisors conversations with schools and evidence of individual progress during the academic year.  
 The majority of schools feel that they are supported appropriately in curriculum reform, with particular strengths in certain key areas such as Digital Learning and Foundation Phase Learning. However, the regional professional learning offer needs to strengthen. The ECS department continues to work robustly with Partneriaeth to ensure that the professional learning offer in relation to the curriculum meets the needs of all our schools.  
 Our ability to support ALN reform has been impacted by the Authority being unable to secure funding for the statutory posts of Designated Coordinators. This means that the LA will not be able to transfer pupils from existing statements to new IDPs. This will mean that the LA will miss statutory deadlines, leading to appeals and tribunals against the LA.  
 The Vulnerable Learners Strategic Focus Group draws together all officers and services involved with supporting vulnerable learners to provide a supportive structure to provide appropriate support for all vulnerable learners. Therefore, the department is able to provide a wide range of effective mechanisms of support and deploys its resources well in support of the bespoke needs of all vulnerable learners. The LA's integrated approach caters very well for the full range of needs, making provision that supports all categories of identified vulnerable pupils as well as providing universal provision, targeted intervention and additional learning provision for those identified and those who may be at risk of becoming vulnerable.  
 The Modernising Education Programme is currently undertaking a review in order to re invigorate the 21st Century School Programme. The Department was inspected by Estyn during July 2023. We believe we have produced a robust Service Evaluation Report which coupled with any recommendations from the inspection will give us a Development Plan going forward to allow us to continue to deliver a quality Education Service. The inspection report is due later in September 2023 and this external view of our services will be used to review the risk rating and commentary in the next update.  
 Estyn concluded that Carmarthenshire's education services are led robustly by senior leaders and elected members, who share a clear vision for education within the authority. This is supported by an open and positive culture and self-evaluation and improvement planning processes that are rigorous, on the whole. Through this, leaders have a positive effect on improving education provision and learners' outcomes in most of their areas of responsibility and are able to set a clear direction for further improvement in the future.  
 The authority has productive working relationships with schools and other providers. This contributes beneficially towards ensuring that new initiatives, changes in provision and sharing of ideas happen jointly, in partnership.  
 Over time, the inspection outcomes of schools in Carmarthenshire vary, although more recently, since 2022, the proportion requiring follow-up activity by Estyn has decreased.



Risk Ref	Risk Title	Assigned To				
CRR190027	Fraud & Corruption The cost of fraud to the Welsh Public Sector is estimated to be in the region of between £100million and £1billion annually (as reported by Audit Wales)	Head of Revenues & Financial Compliance/Director of Corporate Services				
Control Measures			Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190027/001	Anti-Fraud & Anti-Corruption Strategy	Head of Revenues & Financial Compliance/Director of Corporate Services		Significant	High	
CRR190027/009	CRR190027/0009 Financial controls in place to mitigate fraud	Head of Revenues & Financial Compliance/Director of Corporate Services		20	12	Substantial
CRR190027/010	CRR190027/0010 Fraud is specifically included in the Internal Audit Plan	Head of Revenues & Financial Compliance/Director of Corporate Services				Possible
CRR190027/007	Counter Fraud proficiency within the Internal Audit Team	Head of Revenues & Financial Compliance/Director of Corporate Services				
CRR190027/005	Participation in the National Fraud Initiative Exercise	Head of Revenues & Financial Compliance/Director of Corporate Services				
CRR190027/008	Effective relations with Dyfed Powys Police	Head of Revenues & Financial Compliance/Director of Corporate Services				
CRR190027/002	Whistleblowing Policy	Head of Revenues & Financial Compliance/Director of Corporate Services				
CRR190027/003	Financial Procedure Rules	Head of Revenues & Financial Compliance/Director of Corporate Services				
CRR190027/004	Code of Conduct - Members & Officers	Head of Revenues & Financial Compliance/Director of Corporate Services				
CRR190027/006	Dedicated Fraud Investigation Officer dealing with Revenue & Benefit Frauds	Head of Revenues & Financial Compliance/Director of Corporate Services				
Action Items						

- Departmental Review for CMT  
October 2023 Update

Financial Procedure Rules for Schools are currently under review - once all stakeholder have fed into the revised document, it will then need to go through the appropriate approval process before being published. screen saver on the the Corporate Website has been in place - this raised further awareness of fraud, and how to report it, across the Authority. We are continually looking for opportunities to get counter fraud message out to all staff - an example of this is a recent article on the 'Marketing & Media' staff e-mail. The National Fraud Initiative (NFI), which is an exercise that matches electronic data within and between public and private sector bodies to prevent and detect fraud, is currently under way.



Risk Ref	Risk Title	Assigned To			
CRR190009	Deliver Effective Safeguarding Arrangements - Children (Detail in separate Safeguarding Risk Register)	Head of Children Services			
Control Measures			Control Owner	Uncontrolled Risk Rating	Current Risk Rating
CRR190009/002	Develop implement and regularly monitor effective safeguarding policies and procedures for Children's Services	Head of Children Services		Significant 25	High 10
CRR190009/003	To have a sound procedure for professional abuse allegations effectively promptly and correctly	Head of Children Services			Catastrophic
CRR190009/004	To respond appropriately to Regulators reports and recommendations	Head of Children Services			Unlikely
CRR190009/005	To proactively monitor adequate procedures are being effectively operated by third party providers	Head of Children Services			
CRR190009/006	Ensure sexual exploitation Risk Assessments (SERAFs) and Missing Persons Risk Assessments are completed as required	Head of Children Services			
CRR190009/010	New arrangements implemented for our leaving care services in accordance with the Social and Well-being Act 2014	Head of Children Services			
Action Items					



- Departmental Review for CMT  
October 2023 Update

The Risk Rating remains High, the impact of failing to deliver effective safeguarding remains Catastrophic 5. Circumstances have not changed since the last review and therefore the probability remains Unlikely 2.

The corporate parenting panel has had their first meeting with new council members. The corporate parenting strategy is due for review and will need to be re written with new targets based on more specific corporate parenting expectations placed on councils and specifically education, housing, community and leisure services. There is an increase in the number of looked after children. There is an increase in the number of children requiring specialist residential care. There is a reduction in the number of foster carers able to provide care for our looked after children in their own communities. There is an increase in the number of children being temporary excluded from schools or without a school placement. The new corporate parenting strategy will have to ensure that there is commitment to sufficient resources to fulfil the local authority's corporate parenting responsibilities effectively.

Regular MALAC (Multi Agency Care Management meetings) and CYSUR Audit and Evaluation Meetings have continued to take place virtually to ensure the council fulfils its corporate parenting role and progress is monitored as part of the Corporate Parenting Strategy. Service Managers continue to carry out monthly audits and assessments, plans and reviews. Internal inspection is carried out within the Internal Audit and Evaluation sub group of the Safeguarding Board.

There is a sound procedure for professional abuse allegations to be dealt with effectively, promptly and correctly. We continue to ensure the regional threshold and multi agency child protection arrangements are working effectively.

We continue to contribute widely to the Regional Safeguarding Board and have representatives in most of their subgroups; this allows Children Services to share new policies, procedures and social work practice to the wider workforce in a timely manner. An example of our active involvement being that two senior managers are currently chairing child practice reviews within the region and therefore are able to bring the rich debates back to the service. Furthermore we continue to hold internal threshold meetings to consider whether we are consistently applying the threshold for S47 investigations, care and support assessments and early help. Internally we also ensure that we are meeting our national safeguarding standards by considering our data as a management group each quarter.

All regulatory reports and recommendations are included in business planning and monitored quarterly.

We continue to ensure that appropriate Safeguarding measures are included in all Third Party contracts.

Sexual Exploitation Risk Assessments (SERAFs) are regularly monitored via the Childrens Safeguarding Audit and Evaluation Group and the Multi Agency Operational Group.

Schools are required to undertake a School Safeguarding Review to identify effective practice and challenges. All schools have completed and submitted their reviews. All Safeguarding Training for schools is currently up to date and all within timescales including Governors' training. The current school leadership issue, see Risk CRR190028, could have an impact on safeguarding in schools. Therefore we have added a specific Safeguarding in schools Risk to the Department RR which will become a control measure within this Risk and which we may propose is escalated as a Risk in the Corporate Risk Register.



Risk Ref	Risk Title	Assigned To			
CRR190078	Failure to address recent concerns regarding the presence of Reinforced Autoclaved Aerated Concrete (RAAC) in non-housing properties.	Head of Regeneration			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190078/001	Initial desktop inquiries have been conducted across our maintained property estate. Additional extensive surveying to be undertaken over next 3 months. Corporate RAAC Task & Finish group established to provide effective oversight of the investigation and management of Reinforced Autoclaved Aerated Concrete (RAAC) within the Council's building assets.	Head of Regeneration	High 15	Medium 9 Significant Possible	
Action Items					
<ul style="list-style-type: none"> <li>Newly Approved Risk for inclusion on the Corporate Risk Register.</li> </ul>					

Risk Ref	Risk Title	Assigned To			
CRR190079	Managing Premises with emphasis of Fire Safety in the Hybrid working environment.	Head of Regeneration			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190079/001	Identify staff regularly based at relevant venues to ensure continuity of fire warden cover	Head of Regeneration	High 15	Medium 9	
CRR190079/002	Provide appropriate training to additional staff identified	Head of Regeneration		Significant	
CRR190079/003	Review procedures for management	Head of Regeneration		Possible	
Action Items					
<ul style="list-style-type: none"> <li>Newly Approved Risk for inclusion on the Corporate Risk Register.</li> </ul>					

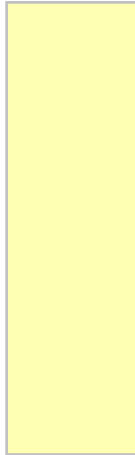
Risk Ref	Risk Title	Assigned To						
CRR190023	Management and delivery of UK Government's Shared Prosperity Fund	Economic Development Manager						
Control Measures					Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190023/001	Corporate Funding Group with representations from all council services to ensure compliance and timely delivery.		Economic Development Manager	High 12	Medium 9			
CRR190023/002	Ongoing review of external funding opportunities emanating from all CCC services / business plans		Economic Development Manager		Significant Possible			
CRR190023/003	Follow guidance from and regular dialogue with UK Government and WLGA		Economic Development Manager					
CRR190023/004	Communications with communities and businesses		Economic Development Manager					
Action Items								
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Control Measures revised to reflect current position with inflationary pressures on Budgets.</p>								

Risk Ref	Risk Title	Assigned To	Control Measures	Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190058	SAC Phosphate & NRW Interim Planning Advice	Director of Place & Infrastructure/Head of Place and Sustainability					
CRR190058/001	Identify and triage "major" applications and those related to the Council's Covid Recovery Strategy along with those with grant related potential - identify opportunities for consideration where available.	Head of Place & Sustainability		Head of Place & Sustainability	Significant 20	Medium 9	
CRR190058/002	Lobby and work with WG/NRW to get clarity around the scope of the requirements resulting from the Interim Advice to ensure that the authority can progress with determinations whilst still meeting its duties as a Competent authority in relation to the Habitat Regulations	Head of Place & Sustainability		Head of Place & Sustainability		Significant Possible	
CRR190058/003	Stakeholder Engagement - Instigate a communication and awareness raising programme reaching out across all sectors to ensure the implications are known and to develop an understanding of shared ownership and solution finding in addressing the issue	Head of Place & Sustainability		Head of Place & Sustainability			
CRR190058/004	Developer and Applicant Guidance - Preparation of a guidance pack for applicants and developers on the type and application of mitigation in relation to proposals impacted by the NRW guidance	Head of Place & Sustainability		Head of Place & Sustainability			
CRR190058/005	Develop a Catchment based Phosphate Calculator - Develop and implement including NRW endorsement. Calculator would enable the phosphate loading from any given development to be understood and consequential mitigation/compensation schemes to be identifiable.	Head of Place & Sustainability		Head of Place & Sustainability			
CRR190058/006	Specialist Legal and Ecological Support - Ensure decision making is supported by robust interpretations of the Council's duties and of the NRW guidance including identifying opportunities to refine the scope of the guidance and our understanding of the types of development that may be permissible.	Head of Place & Sustainability		Head of Place & Sustainability			
CRR190058/007	Provide a dedicated and continually refreshed webpage to set out the latest information and any updated guidance. To include also provide guidance for planning applicants, businesses and other interested parties - ensuring support and information is available.	Head of Place & Sustainability		Head of Place & Sustainability			
CRR190058/008	Collaborate across sectors on developing an understanding of the issues and in establishing solution based approaches.	Head of Place & Sustainability		Head of Place & Sustainability			
<b>Action Items</b>							

- Departmental Review for CMT  
October 2023 Update (Rhodri Griffiths/ Ian Llewelyn)

CRR190058/002 – As part of NRW's wider Review of Permits for wastewater treatment works (WwTW) in phosphorus sensitive Special Area of Conservation (SAC) river catchments, updated permits are being issued for WwTWs which where appropriate include a total phosphorus limit reduction. These may have implications on the potential headroom for development to take place which discharges into a particular treatment works. We are monitoring the implications of the review of permits on pending and future planning applications as well as allocations within the Revised LDP.

CRR190058/003, 007 and 008 – The next meeting of the Nutrient Management Board will take place on the 4th October. This will be preceded by further meetings of the Nutrient Stakeholder Group on the 30th August and the Nutrient Technical Officers Group on the 5th September. Both preceding meetings will build on existing stakeholder engagement and cross sector collaboration to feed into the NMB meeting. We are currently engaging through the Nutrient Management Boards with the Welsh Government to establish and identify the scope and content of the Nutrient Management Plans for the affected catchments. The Phosphate webpage will be updated to explain the nature of the Review of Permits and the implications of any changes on the calculations in phosphate loading on development proposals.



Risk Ref	Risk Title	Assigned To			
CRR190060	Critical Authority wide IT systems	Head of ICT & Policy			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190060/001	Main server and backup server at different sites	Head of ICT & Policy	Significant 20	Medium 8	
CRR190060/002	Microsoft database SQL expertise in IT department	Head of ICT & Policy		Substantial Unlikely	
CRR190060/003	Frequent DR testing to simulate different loss of availability scenarios	Head of ICT & Policy			
CRR190060/004	Two data centres located in Ammanford and Carmarthen, benefiting from independent power supply. Each data centre has the capacity to accommodate all systems independently of the other if required.	Head of ICT & Policy			
CRR190060/005	UPS (uninterruptable power supply) and generator backup power supply options at both locations.	Head of ICT & Policy			
CRR190060/006	Remote workers can access internal critical systems via two internet connections which will also work independently if one is lost.	Head of ICT & Policy			
CRR190060/007	Key network components facilitating connectivity to critical systems are configured in high availability (HA) mode for redundancy.	Head of ICT & Policy			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>We've dropped the impact of the current risk from catastrophic to substantial. This is due to the fact that we've mitigated the risk of total system outage to some degree through our work on cloud migrations, disaster recovery, a second data centre at Ty Parc Yr Hun, our incident response planning, mock response exercise etc. We've also provided a more comprehensive list of control measures, which hopefully provides more assurance.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190010	Deliver Effective Safeguarding Arrangements - Vulnerable Adults	Director of Communities			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190010/001	Representation at the Regional Board	Director of Communities	Significant	Medium	
CRR190010/002	Implementing effective safeguarding policies and procedures for vulnerable adults	Director of Communities	16	8	
CRR190010/003	Monitoring the performance of safeguarding within adult services	Director of Communities		Substantial	
CRR190010/004	Responding to regulators reviews and recommendations	Director of Communities		Unlikely	
CRR190010/005	Monitoring of third party providers to ensure safeguarding procedures are being effectively operated	Director of Communities			
CRR190010/006	Robust process for professional concerns and increase staffing resource to respond to increasing demands	Director of Communities			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Update for CMT October 2023 Update</li> </ul> <p>There is an argument for this risk to be removed from the corporate risk register as it is a core operational business action within the safeguarding adults service area. There are robust systems and measures in place to ensure compliance and assurance in relation these areas of work and other statutory responsibilities which will highlight ant emerging areas of risk. There are currently no areas of risk or concern in relation to adult safeguarding. If significant areas of risk emerge these will be flagged through the appropriate governance channels and inclusion on the corporate risk register will be requested where appropriate. It has been decided however, that this risk remains on the Corporate Risk Register for discussion and review following the Audit Wales report.</p>					



Risk Ref	Risk Title	Assigned To	Next Review Date		
CRR190022	Manage and Develop Cwm Environmental & Llesiant Delta Wellbeing	Corporate Management Team			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190022/001	Governance arrangements incl management and Councillor representation on Shareholder/Governance Boards	Corporate Management Team	Significant 16	Medium 8	
CRR190022/002	Compliance with Companies Act and relevant legislation	Corporate Management Team		Substantial Unlikely	
CRR190022/003	Financial Planning Financial Reporting arrangements Audit programme	Corporate Management Team			
CRR190022/004	Training to be arranged for Directors	Corporate Management Team			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>A review of the Governance arrangements for both Local Authority Trading Companies with a view to aligning the arrangements and clarifying roles of Members and Scrutiny Committees in relation to Local Authority Trading Companies is being led by Linda Rees Jones and is now nearing completion and will shortly be reporting to Cabinet. Governance reporting through to Scrutiny and training for Directors was discussed at the CWM Shareholders earlier this year and the outcome was that this would be incorporated into the review being led by Linda Rees Jones.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190007	Ensuring effective management of Procurement / Contract Management and Partnership arrangements	Head of Revenues & Financial Compliance			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190007/002	Participation in the WLGA Heads of Procurement Forum	Head of Revenues & Financial Compliance	Significant 16	Medium 8	
CRR190007/003	Procurement strategy - this was updated and endorsed by CMT in July 2023	Head of Revenues & Financial Compliance		Substantial Unlikely	
CRR190007/005	Transformation Expenditure Stream	Head of Revenues & Financial Compliance			
CRR190007/006	Economic Recovery Plan / Progressive procurement approach - agreed and signed off by CMT, P&R, Scrutiny and Cabinet	Head of Revenues & Financial Compliance			
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>The procurement strategy has been updated and was reviewed and endorsed by CMT on the 20th July (2023) subject to some minor changes. This will now be taken to Pre-Cabinet in the Autumn. Contract management guidance and an accompanying e-learning module and introductory video are now live on the procurement intranet pages.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190012	Failure to adhere to an effective Corporate Governance Framework	Head of Revenues & Financial Compliance			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190012/001	Corporate Governance Group	Head of Revenues & Financial Compliance	Significant 16	Medium 8	
CRR190012/003	Annual Governance Statement	Head of Revenues & Financial Compliance		Substantial Unlikely	
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Corporate Governance Group continues to meet on a quarterly basis. Code of Corporate Governance has been signed off and approved by CMT, Cabinet and Governance and Audit Committee. Better use of resources and building a better council are aligned to the Annual Governance statement which are structured based on the seven CIPFA principles of Good Governance. Code of corporate governance also updated to reflect the future generations act and the 7 CIPFA principles of good governance.</p>					

Risk Ref	Risk Title	Assigned To			
CRR190063	Failure in Determination of Major Planning Applications (Failure to determine major planning applications within timescale is adversely impacting on our ability as an Authority to achieve our regeneration ambitions )	Head of Place & Sustainability			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190063/001	A dedicated officer and support staff have commenced work on 'Major Projects' that support the county's economic recovery plan outputs and aspirations	Head of Place & Sustainability	Significant 20	Medium 6	
CRR190063/003	Protocol to be developed covering applications for major development projects (schemes above 10 residential units or 1,000 m <sup>2</sup> of commercial development) – setting out how we will engage with applicants / developers, with clarity and commitment on the process(es) we will adopt to provide a quality and efficient planning process. Protocol will include, and clearly articulate, the programme activities, timescales and responsibilities that will support CCC's protocol and commitment to determine major applications.	Head of Place & Sustainability		Moderate Possible	
CRR190063/004	Consideration to be given to whether a Planning Performance Agreement (PPA) should be entered into with applicants for major development projects. PPA would set out set out the scope and timetable for pre-application engagement and subsequent submission and determination of the planning application. Possible useful project management tool that would be bespoke to each development, requiring commitment from both parties – applicant and LPA.	Head of Place & Sustainability			
Action Items					

- Departmental Review for CMT  
October 2023 Update (Rhodri Griffiths/ Hugh Towns)

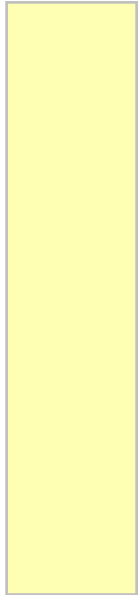
The Authority is actively seeking Planning Performance Agreements to ensure major development is delivered in a timely manner. We currently have 30 major applications under consideration (17 for major housing schemes and 13 for major non housing projects). 3 are awaiting S106 Agreements being completed. 12 have been received so far in 2023 and 18 determined so far this year.

All control measures are in place.

This risk arose from the Audit Wales Review of Planning Services (July 2021) and the recommendation that the Council should align its planning service to its corporate ambitions to ensure it can respond effectively to deal with its regeneration ambitions and can deliver them at pace.

The follow-up Review (October 2022) found that the Council's planning service is now focussed on helping the Council to deliver on its corporate agenda. It has a clearer strategic approach to major projects and a clearer focus on prioritising projects that deliver jobs and growth to support the Council's economic recovery plan.

Consider removing this from the Corporate Register in future if further monitoring shows that we are determining within set or agreed timescales.



Risk Ref	Risk Title	Assigned To			
CRR190043	Post Covid19 - Strategic Financial Implications - loss of income Financial implications - increased costs due to Covid-19 demands and compliance with Cabinet and Welsh Government instructions	Director of Corporate Services/Head of Financial Services/Head of Revenues & Financial Compliance			
Control Measures		Control Owner	Uncontrolled Risk Rating	Current Risk Rating	Previous Rating since 18/07/2023
CRR190043/001	Recovery of Council Tax & NNDR whilst being sensitive to the current situation	Director of Corporate Services/Head of Financial Services/Head of Revenues & Financial Compliance	25	Medium	
CRR190043/002	Recovery of Housing Rent	Director of Corporate Services/Head of Financial Services/Head of Revenues & Financial Compliance		Moderate	
CRR190043/004	CRR190043/003 Regular and robust budget monitoring to assess ongoing income loss/additional costs, unidentified correct action	Director of Corporate Services/Head of Financial Services/Head of Revenues & Financial Compliance		Possible	
Action Items					
<ul style="list-style-type: none"> <li>Departmental Review for CMT October 2023 Update</li> </ul> <p>Public use of Leisure Centres has returned to pre-pandemic levels. Car parking usage has also recovered , though remains below budgeted income. The Local Authority is currently considering strategic use of car parks and the balance between income and regeneration.</p>					

