

Appendix A

Jan-21

Ref	Topic (& Service)	Risk, opportunities and Impact	Mitigation Actions (What actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2020-2021 Rating updated by CMT July20 Q1	Risk Level 2020-21 Q2 Updated Dec 2020	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CRR 01 - All Directorates	Exit from the EU (Brexit).	<p>The decision to leave the EU and the looming deadline to secure an exit deal has created considerable uncertainty.</p> <p>Moving forward it is difficult to determine what impact the exit from the EU will have in the medium to longer-term for Caerphilly CBC and our communities. However, in the short-term possible negative impacts from a No Deal scenario include the potential for workforce supply shortages in some areas and the possibility of some disruption to the supply of goods and services. There is also potential for price increases in the event of a No Deal exit.</p>	An internal Brexit Working Group has been established consisting of key staff across all Directorates. There is also cross-party political representation on this Group. The Council has also set aside £1m to meet any short-term financial impacts arising from Brexit.	<p>The Brexit Withdrawal Agreement was signed in January 2020 and the transition period ended on the 31st December 2020. The recently agreed withdrawal deal has resulted in the UK leaving the EU at the end of December 2020. Officers will continue to work with the WLGA in establishing what the recently agreed deal means for Welsh Local Government.</p> <p>The Council has reconfigured its internal arrangements and has established a Brexit Strategic Group consisting of key Heads of Service and cross-party political representation. This Group is being supported by a Brexit Operational Group which is focussing on key issues, actions and mitigation across all service areas. Although a deal is agreed there will be implications for the Council to manage and this will add additional burdens on key staff that are already fully committed on dealing with the ongoing impact of Covid-19.</p> <p>Key risks have been identified in respect of potential disruption to the supply chain; potential increases in prices for goods and services; potential impact on the supply of labour, particularly for commissioned services; and potential negative impacts on small businesses in the short to medium-term, along with the potential for a lack of inward investment in the longer-term. This list is not exhaustive and the Brexit Strategic Group will meet during the coming months to ensure that all impacts are considered and that appropriate actions are identified wherever possible. Given the potential negative impacts of Brexit the Council has agreed to set aside one-off funding of £1m to meet any financial implications that may arise in the short to medium-term.</p>	Increased to High	High	Potential impacts are not fully understood but they are likely to be felt over the short, medium and longer-term.	Unable to assess currently due to the level of uncertainty.
CRR 02 - All Directorates	Medium-Term Financial Plan (MTFP)	Failure to identify sufficient savings to support the Medium-Term Financial Plan (MTFP).	The Authority has a strong track record of delivering balanced budgets and planning is underway to ensure that the 2021/22 Draft Budget Proposals are presented to Cabinet on the 13th January 2021.	We have faced an unprecedented situation this year with details of the 2021/22 Provisional LG Financial Settlement not being released by the Welsh Government until the 22nd December 2020 (normally received in October each year). The Provisional Settlement included a 3.1% uplift in WG funding for Caerphilly CBC and the 2021/22 Draft Budget Proposals were endorsed by Cabinet at its meeting on the 13th January 2021. The 3.1% uplift in WG funding along with a proposed increase of 3.9% in the Council Tax will mean that no new savings will be required to balance the budget for the 2021/22 financial year. The Provisional Settlement does not cover the financial implications of the ongoing coronavirus pandemic, both in terms of additional costs that continue to be incurred and income losses. These will continue to be funded through grants and the position will be kept under close review as we move into the new financial year. The future funding situation for Local Government is likely to be challenging due to the unprecedented fiscal impact of the pandemic and the strain that this will put on public finances for years to come. An updated indicative Medium-Term Financial Plan shows a potential savings requirement for the council of £20.7m for the four-year period 2022/23 to 2025/26. The council's transformation programme will be a key driver in ensuring that financial resilience is maintained in future years.	Medium	Medium	Effective financial planning is a key element in ensuring that the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 are met.	Medium
CRR 03 - All Directorates	GDPR Information Governance	<ul style="list-style-type: none"> Failure to locate reliable information quickly impacts on service delivery, plus we are missing an opportunity to use the Council's information assets more widely to benefit other Council services. GDPR introduces fines of up to 20million Euros for failing to evidence compliance, including Privacy Impact Assessments at early stage, and for data breaches. Failure to comply with information requests (e.g. FOI) could lead to action by the Information Commissioner's Office - compliance expectation increased to 90% These risks could result in adverse press, loss of trust by the public, and criticism from the Council's auditors. 	<p>IGPT activity reported to Corp Gov Panel, including:</p> <ul style="list-style-type: none"> Report on options for GDPR DPO role Review Information Asset Registers to include info required by GDPR, e.g. legal basis for processing Continue SIRO review of Information Risk Returns Update and re-launch DPA training, inc Members Update info sharing register to identify contract improvements Enforce use of privacy notices and Privacy Impact Assessments Implement records management programme, including better identification/creation of records and backlogs addressed (e.g. email, networks) and ensure records with historic value are protected Review publication scheme and charges for info requests Continue suspension of surveillance activity 	Reducing risk via: modular eLearning launched but poor member uptake to date; awareness raising via intranet stories, CMT updates (inc Corporate Risk Register), IG Stewards and Go Digital; DPIAs/contracts increasingly used; Internal Audit checklist; data breach methodology; Covid19 Risk Log maintained, covering cyber security and IG; communication to all users from Chief Executive in pipeline.	Medium	Medium	Yes - protection of privacy (Article 8 HRA), Duty to Document and protection of historic records to evidence public sector activities	Medium

CRR 04 - All Directorates	Climate Change	<p>Not being prepared for the impacts associated with climate change. For Caerphilly this will manifest as a more volatile weather pattern:</p> <ol style="list-style-type: none"> 1. More severe storms resulting in damage to trees and buildings. 2. Increase in winter rainfall resulting in flooding, affecting people, property and infrastructure, including availability of outdoor sport pitches. 3. Extreme Weather Conditions: Difficulty in modifying temperatures in some of our buildings (incl. Housing) could lead to increased financial burden, uncomfortable environment conditions (dangerous temperatures) affecting people's health, wellbeing and delivery/receipt of effective services. 4. Changes in species including a decline in native species, changes in migration patterns and increases in alien and invasive species, including pests and disease. 5. Reduction in summer rainfall resulting in reduced river flows and water availability. 6. Increase in levels of extreme weather such as snow/ice which could potentially impact on not only the travelling public but the elderly/frail and those in fuel poverty. 7. Grass fires. 8. Vehicles being used by the authority are outdated and therefore consuming more fuel and producing higher levels of emissions. 9. Extremities in foliage growth, and the reduction in both street/highways cleansing, and weed control, will have a direct impact on future maintenance and environmental damage controls, potentially leading to systematic failures and increased costs to the authority for response repairs (e.g. Footpaths; Highways; Gullies; Drainage; Cycle-ways) as well as public liabilities. 	<p>A Local Climate Impact Profile (LCLIP) has been prepared and links to other plans including Highways Winter Maintenance Plans, Business Continuity Plans & Emergency Plans etc.</p> <p>Mitigation work being undertaken includes:</p> <ol style="list-style-type: none"> 1. A Tree Management Strategy and implementation of resources to manage tree stock. 2. Assessing the condition of trees. 3. Assessing the vulnerability of drainage infrastructure in excessive rainfall. 4. Installing flood risk measures at priority vulnerable locations. 5. Considering climate change in the Asset Management Programme. 6. Street lighting options being considered to reduce Carbon emissions. 	<ol style="list-style-type: none"> 1. An additional Arboricultural Officer has been appointed to assist with programme of tree surveys undertaken to deliver the adopted Tree Management Strategy. Tree works being undertaken in accordance with survey recommendations. 2. Local Flood Risk Management Strategy (Engineering) in place. Risca flood defences now completed. Sustainable Drainage Approval Body (SAB) implemented from 7th Jan 2019 to improve control and approval for drainage infrastructure on new developments. New Land Drainage Bye Laws now approved. Pitch drainage capital is being selectively spent at priority sites. 3. Ongoing staff training is being delivered by the Corporate Energy Team Re: Energy Efficiencies/Carbon Management and Effects of Climate Change. Several projects have been delivered for solar PV installations to Corporate Building (e.g Care Homes) and schools. 4. Biodiversity Work: Supporting 'pollinators' projects including work with Sirhowy Valley Honey Bee Company. 5. The Winter Maintenance Plan 2019 (Highways) has been reviewed, updated, placed on the CCBC internet October 2020 for 20/21. 6. A Decarbonisation Strategy, Action Plan and energy prospectus has been prepared, and considered by 2 scrutiny committees and has been adopted by the authority (Cabinet decision) 	Medium	Medium	Yes - there is an impact to 'Resilient Wales' by not proactively addressing the operational response to climate change. The contribution to global issues and a 'Globally Responsible Wales' is met through low carbon planning and sustainable development. There is a direct impact to Health also.	Medium
CRR 05 - Communities Directorate	Community & Leisure: Greenspace and Landscape Services	<p>Ash die back (<i>Chalara fraxinea</i>) is the most significant disease to affect the UK tree population since Dutch Elm Disease in the 1960's. The disease will result in the decline and death of the majority of ash trees in Britain. Unfortunately, many ash trees predominantly line our roadside verges, so the disease will affect high risk locations. In our borough, ~ 37,400 + ash trees could be affected by this, requiring substantial resource, logistics and environmental considerations/implications, such as:</p> <ol style="list-style-type: none"> a) Thorough surveys (to identify needs/requirements) b) The formulation of a Removal Strategy c) Budgeting and Finance c) Considerable clean-up and disposals d) Wider environmental impact (contaminations/biodiversity/eco systems) d) Wider impacts on road sweeping and weed treatment. <p>All of which, will ultimately lead to damage to the environment and its infrastructure and have an effect on the 'look and feel' of the county borough.</p>	<p>Initial action to include:</p> <ol style="list-style-type: none"> 1. CEO has discussed at G10 meeting of Gwent Chief Executives with a view to them lobbying WG for funding 2. Interim Director of Communities has raised with the WLGA so that they can lobby WG for funding. Until a substantial, all Wales funding pot is agreed, CCBC will continue to pick up ash die back as part of its pro active tree surveys and resultant arboricultural works <p>Once funding is agreed then it will be necessary to:</p> <ol style="list-style-type: none"> 3. Write, approve and implement a Removal Strategy and 4. implement the Removal Strategy. 5. Source and secure wider partnership and collaborative arrangements to implement all necessary works. 6. Clarify known 'hot-spots' for initialising works, to control and manage any associated public risks/disruptions. 	<p>It is already known, that this will require substantial financial input due to the logistics and labour intense nature of addressing such matters.</p> <p>Considered the content and guidance as available from The Tree Council publication: ASH DIEBACK: an Action Plan Toolkit first published February 2019</p> <p>Recently published research by the University of Oxford, Fera Science, the Sylva Foundation and the Woodland Trust calculated that this disease will have a significant cost impact across the country, due to the significantly high levels of mortality rates to the tree species affected (75%+).</p> <p>WLGA have set up a working group comprising of local authority, Welsh Government, NRW for the 1st December to look at the issue of Ash Dieback.</p>	Medium	Medium		Unknown
CRR 06 - Communities Directorate	Regeneration & Planning: Local Development Plan	<p>The Adopted LDP is due to expire on 31/12/21. The Replacement LDP was well advanced, however, the Council withdrew that plan in July 2016 following local opposition to a number of development sites contained within the Plan. The Council has resolved to progress the preparation of a Strategic Development Plan and a new LDP in parallel. The adopted LDP allocates land for the development of 8625 houses to be built over a 15 year period. The annual Joint Housing Land Availability Study indicates that many of the allocated sites are not available or viable within the required 5 year period, and there is therefore a shortfall of housing land. Housing developers will therefore submit applications to develop land that is not allocated in the LDP. The Council will consider the applications, but the lack of a five-year housing land supply will be a material planning consideration which could outweigh other policies in the plan. A refusal of planning permission may lead to an increase in appeals and award of costs if the Council is considered to have behaved unreasonably, e.g. where a reason for refusal is not based on any sound evidence.</p>	<p>The Adopted LDP remains in force until 2021. In the interim, officers are working closely with Welsh Government officials to agree the appropriate footprint for strategic planning for the Cardiff Capital Region. The Cardiff Capital Region Cabinet have agreed that a strategic development plan can be produced for the region..</p>	<p>Chief Planning Officers and Planning Policy lead officers were meeting regularly as a Project Group to progress various work streams necessary to establish the SDP project in advance of the formal commencement of plan preparation, however the expectation is that the CJC will become the Strategic Planning Body and this is not due to be set up until September 2021. WG have also agreed to remove the "drop dead dates" for existing LDP's which is very useful in the interim period leading up to a new LDP being adopted.</p> <p>It is unlikely that the shortage in housing land supply can be addressed in the short term. In the medium to long term a 2nd Replacement LDP will increase the land supply position. A number of significant applications have been submitted and approved by Welsh Government on appeal.</p> <p>Funding identified and approved for SDP and the new LDP..Full council are due to receive a report on the LDP delivery agreement and LDP timeline in January 2021.</p>	Medium	Medium	Level unknown at present	Unknown

CRR 07 - Education & Lifelong Learning Directorate	School Attainment	<p>1. Attainment levels are still below the Welsh average, below local Authorities with a similar Free School Meal population.</p> <p>2. There is a gap between the attainment of Free School Meals pupils and Non-Free School Meals pupils which must be addressed.</p> <p>3. Higher than expected rates of exclusion will impact on pupil attainment.</p>	<p>1. Standards of attainment are monitored and reported to the Senior Management Team (SMT) / Corporate Management Team (CMT) / Scrutiny Committee, through an annual programme of reporting described in the Directorate Plan Handbook.</p> <p>2. Through the newly revised Sharing Ambitions document, the LA will continue to work closely with the EAS to ensure that schools are challenged and supported effectively.</p> <p>3. Schools most at risk of underperformance will be monitored through the regional Schools Causing Concern process.</p> <p>4. Where schools fail to make the expected progress at the expected rate, in consultation with the EAS, the LA will consider the use of statutory powers.</p>	It is impossible to identify the impact of mitigating factors on standards, progress and provision. An evaluation of the effectiveness of blended and distance learning strategies is currently being undertaken by Estyn.	Medium	High	Yes, this limits contribution to 'Prosperous and More Equal Wales'. Standards of attainment and gaps in inequality can result in a low skilled, low paid workforce, and higher levels of unemployment leading to poverty. Over the long-term (25 years) in the life of a young child to adult the potential outcome of the attainment gap makes this a high risk. This is a long term risk	High
CRR 08 - Social Services & Housing Directorate	Fragility of the Social Care market. The independent sector social care market across Wales is in an unprecedented position in terms of its fragility and this is starting to be felt in Caerphilly.	<ul style="list-style-type: none"> Providers unable to sustain existing packages of care. National Minimum Wage and National Living Wage creating additional financial strain which providers are expecting LA's to resolve. Little additional capacity to take on new packages of care. Ongoing Judicial Review across Wales re responsibility for Funded Nursing Care Payments. Potential financial impact on the Directorate and Authority. Introduction of RISCA from 01.04.18 could have significant implications for recruitment and retention of staff. 	Fee levels for 2017/18 agreed at 3.1%. This was funded via a mix of core funding and CCBC's element of the Social Care Workforce grant paid by Welsh Government. A further element of workforce funding has recently been released by WG. Discussions are ongoing with commissioned providers to determine how these monies should be allocated. Fee levels for 18/19 agreed at 2%	No change in risk level. 2020/21 fees agreed. Further concerns with regard to stability. Coronavirus Pandemic has had major consequences for care homes across the UK. Positive cases have meant that new admissions to care homes have not been possible for a significant period of time with the knock on consequence in relation to the financial viability of homes. Welsh Government funding has eased the position for 20/21 but the ongoing support is unclear for 21/22. Additional payments have been made to care providers with effect from 23rd March 2020 to compensate them for additional costs and lost income resulting from the Covid 19 pandemic. These additional payments will be funded through the Welsh Government's Hardship Fund for Adult Social Care.	High	High	Yes - reducing help that can be provided for the most vulnerable in our society will affect our ability to contribute to a 'Healthier Wales' which requires peoples mental and physical well-being to be maximised. Whilst this may be a medium risk operationally from a FGA perspective this would be high as it directly affects those most in need.	High (Medium-term)
CRR 09 - Social Services & Housing Directorate	WAO Corporate Safeguarding Review	WAO Review identified a number of areas for improvement that need to be addressed across the whole Council.	Corporate Safeguarding Board now meets quarterly to monitor an Action Plan to address the recommendations that has been developed by the Designated Safeguarding Officers in each Service area.	Report and Action Plan presented to Cabinet, Social Services and Wellbeing Scrutiny Committee and Audit Scrutiny Committee. Corporate Safeguarding Board is meeting quarterly to review the implementation of the Action Plan. Action plan is 85% complete. Corporate Safeguarding Board's Annual Report for 2019/20 has been approved by the Board and published on the intranet page. As all WAO review areas have been addressed we recommend that the risk rating is reduced to low at this time.	Low	Remove Risk (from Corporate RR as managed through DPA)	Yes	Medium
CRR 10 - Social Services & Housing Directorate	Welsh Housing Quality Standard (WHQS) programme	Failure to meet WHQS for all our social housing stock by 2020. Everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be maintained and improved to the Welsh Housing Quality Standard (WHQS).	<p>The WHQS programme has its own specific risk register which is reviewed and updated by the Project Board quarterly.</p> <p>The highest risks are:</p> <ul style="list-style-type: none"> Failure to achieve programme objectives - the probability level has increased due to one of the main internal works contractors having ceased trading and another (Vinci) terminating their contract early. Arrangements were made to initiate internal work via the DPS to achieve WHQS by 2020. There is still a risk in relation to the external works, however significant improvements in performance have been made. Contingency arrangements have been implemented as identified below. New contract arrangements for the south of the borough have been put in place for the external works and this is operating well. Originally the Dynamic Purchasing System (DPS) arrangement was introduced to provide an opportunity to undertake both internal and external works around the authority as a further contingency measure. As a result of two of the main internal works contractors ending their contracts, alternative arrangements have been implemented whereby the in-house workforce will pick up the majority of this workload by moving resources from other contract areas. This includes a recent transfer of contracts from the DPS of approximately 150 properties to ensure continuity of our in house workforce and to take advantage of the better performance and tenants satisfaction levels that are being experienced via our in house workforce. Additional support will be provided by external contractors via the DPS. 	<p>The programme is now constantly being reviewed and more work undertaken in-house to provide us with a level of certainty and control as we move towards the final stages of the programme. There are some concerns in relation to contracts which include leasehold properties as these are incurring significant delays due to the need to follow legal consultation processes and subsequent challenges from leaseholders. This situation is currently being closely monitored and has been raised with WG who advise that other authorities have encountered similar problems.</p> <p>A significant percentage of work to the sheltered housing schemes is being undertaken by the in-house workforce. The programme is progressing with works on track to be completed by the revised 2021 deadline, however due to work content and asbestos issues, three schemes will require full decants which may delay completion, but discussions with WG indicate that these can be categorised as acceptable fails. Internal work was originally suspended as a consequence of the Covid pandemic but reinstated following further guidance from WG. External works have continued although progress has been affected due to material supplies, social distancing and some households preferring not to have work undertaken at this time. Further lockdown arrangements could obviously impact on our performance, but regular meetings are taking place with WG and indications are that we will still complete the programme in advance of the revised deadline of December 2021. The HRA business plan submitted to WG in March did not account for Covid-19 but high-level updates have been run through the plan to consider additional costs associated with social distancing measures and rent arrears, and the plan remains viable with the possibility of additional borrowing. The borrowing cap agreed by Council was £85m in total.</p>	Medium	Medium	Any improvement to housing stock will benefit current and future generations.	Low

			This has been reflected in a recently reprofiled programme which was made available to members and tenants in April 2019. Monthly Project Board meetings will continue to be held to monitor ongoing performance and to assist with the decision making process. The completion date for full compliance is currently projecting June 2020 which is still within our target date.	HRA surpluses are generally utilised towards funding the WHQS Programme and then earmarked for potential new build options and decarbonisation works once the programme has been achieved. This is still the case albeit the timeline has moved on. General Fund Housing is utilising its Homelessness Prevention funding in an attempt to reduce homelessness, evictions and Bed & breakfast accommodation as well as providing temporary accommodation as part of its statutory duty. During Covid-19, pressure was placed on this service to accommodate homeless persons and on average 60 people per month continue to be accommodated. This is funded by the WG Covid-19 hardship fund.	Medium	Medium		
NEW CRR 11 - Communities	Fleet	<ul style="list-style-type: none"> • Non-compliance of Operators Licence – Grounding of certain fleet – Accessibility to replacement (specialised) fleet – special measures (intervention). • Failure rates on MOT's – inability to maintain fleets roadworthiness – client satisfaction/failure of service delivery – complaints • Vehicle defect reporting – Road, employee and public safety – Non-compliance - Insurance conditions/claims and Operators Licence • Budgetary controls – ability to charge/re-charge – maintain cash-flow and manage cost accounting (service & clients) • Work scheduling – clarity of and ability to respond to service demands and maintaining an active fleet • Service efficiency – Stability of staff, adequate resourcing, use of technology, control of and quality management of business processes/demands/supply. • Contract management – maximising the value of the managed fleet contract to the Council • Review current vehicle use across the Authority with a view to reducing the cost of our fleet, switching to electric or low emissions vehicles and reducing grey fleet miles 	<ol style="list-style-type: none"> 1. Undertake a Fleet Service Review 2. Undertake a review of current vehicle use across the Authority 	<ol style="list-style-type: none"> 1. A Fleet Service Review is underway 2. Workshops undertaken with Fleet Service users and feedback report written. 3. Staff interviews completed and list of Recommendations produced. 4. Review of office and workshop processes in progress; some processes have been amended, some new processes introduced. 5. Health and safety review undertaken, risk assessments updated, equipment inventory and testing and inspection schedule up to date, additional staff have undertaken IOSH training. 6. MOT failure has improved and is better than the national average. 7. A VOSA inspection earlier in 2020 raised a number of issues which were communicated to CCBC in writing. A response was sent to VOSA which has been accepted and no public enquiry will occur. 8. Additional staffing resources have been put into the office and the workshop. 9. A review of the Managed Fleet Contract has been undertaken and recommendations are being considered. 9. A new fleet manager has recently been appointed which enables CCBC to comply with the VOSA requirements on fleet management numbers. 	High	Medium	Yes - Prosperity: Resilience: Healthier: Cohesive Communities: Globally Responsible	Not determined at present
CRR 12 - Covid 19 New Q1 20/21	Covid 19 Recovery Plan Whole Authority	Covid 19 Pandemic resulting in public health emergency, lockdown, suspension of services, workarounds to safely find new ways to deliver services.	A separate Risk Register specific to the Covid 19 situation has been established and is being regularly monitored and updated by the Corporate Management Team.	As there is a specific register and group to respond to the ongoing situation and its recovery - it would be repetition to repeat here, but is acknowledged here as part of the high level Council risk register.	Medium	Medium	This risk would affect delivery and maximisation towards all well-being goals	Medium
CRR 13 - New Q1 20/21 Homelessness	Increased Homelessness	Increased numbers of homelessness could result in increased incidents of rough sleeping and increased use of B&B/hotel type accommodation to address emergency needs. This in turn could result in poor outcomes for the households concerned and a repeat of the homelessness cycle. As national Covid policy delaying evictions by private landlords comes to the end, evictions could rise significantly.	An increase in the requirement of suitable accommodation within the borough has been identified and in particular that of single person accommodation to meet the level of demand in this area. In addition a review of the support arrangements needs to be undertaken to ensure this is sufficient to meet demand, is outcome focused and in particular is structured to ensure that the needs of each specific household can be supported e.g. vulnerable and complex needs.	A bid has been submitted to access the £20m homelessness grant funding that has been made available by WG and feedback is expected by the 17th July 2020. To increase the availability of accommodation the need for more properties in the private sector has been publicised and a number of expressions of interest received. In addition collaboration with our RSL partners has resulted in the use of one 9 unit facility and the potential use of another 4-5 unit facility which will provide supported accommodation. Our Caerphilly Keys project has again been promoted which already provides 68 properties for our use and it is hoped that these numbers will be increased further. Support arrangements have been reviewed and the establishment of a triage team has been included within our bid for funding which will assist in the quality and consistency of support provided to our clients. Demand is difficult to predict particularly with Covid protections on private landlord evictions due to end, this means the medium rating may change accordingly when we know more about demand.	Medium	Medium	Increased homelessness effects the community directly and if worsens could become a high risk to future generations.	Medium
CRR 14 - Microsoft operating support	Whole Authority	Unsupported operating systems increase risk of cyber threats, halting services both front line and back office. Maintain supported software to ensure latest security features in place.	Upgrade path identified and being implemented; working with suppliers to ensure compatibility of solutions	This is included within the processes for security standards and accreditations within the Authority. Further development of 5 year plan to be completed as part of ICT Strategy.	Medium	Medium	Cyber threats could affect key front line services	High