

**STRATEGIC RISK REGISTER REF:**

**11**

**Alignment with Corporate Plan Well-being Objective:**

**PEOPLE & COMMUNITIES/ WORK & BUSINESS**

**Responsible Officer:**

**Simon Gale**

**Risk Description:**

**Regenerating our communities**

If a holistic approach to regenerating all areas and aspects of our communities is not adopted, including how we manage our relationships with external funders to secure funding in a competitive market during austere times, then our ability to deliver the very best outcomes and deliver meaningful change for our citizens may be compromised.

CONTROLS	Risk Ratings					
	Original			Qtr 1 2025/26		
	I	L	Rating	I	L	Rating
Robust service delivery arrangements and governance structures are in place to ensure the successful delivery of key strategic regeneration projects. This includes: <ul style="list-style-type: none"> <li>• Developing effective business cases for individual projects to ensure they are viable and cost effective.</li> <li>• Involving stakeholders to support the delivery of key interventions from across the Council including Estates, Strategic Projects, Procurement and Legal, other public Bodies, Welsh Government and the private sector.</li> <li>• Establishing project boards responsible for overseeing the delivery of individual projects.</li> <li>• A Project Protocol which is made available for project development and implementation that identifies the mechanisms needed to structure successful project delivery.</li> <li>• Update reports considered by SLT and the Council's Cabinet</li> </ul>	<b>4</b>	<b>3</b>	<b>12</b>	<b>5</b>	<b>2</b>	<b>10</b>

Delivery actions	Ref	Milestones/sub actions	Delivery date	Responsible officer	Progress to Date	Overall progress on Action Qtr 1 2025/26
Enable the supply of affordable homes across RCT through delivery of the RCT Housing Strategy: Prosperous Homes, Prosperous Lives (2024-2030)	RGNP2A01M01/M02/transitional programme not in DP	Continue to work with registered social landlords to develop and deliver the large scale social housing development programme, through co-ordination with housing leaders and allocation and monitoring of the WG Social Housing Grant and Transitional Accommodation Capital Programme	March 30 (review annually)	Claire Hutcheon	On Target	The Housing Leaders group took place on 29th May and was well attended by RSL's. The new RCT Housing Strategy was shared with the members and it was agreed that an end of year presentation will be provided to the group in June 2026. A presentation was also delivered by the Council on the proposed recommendation following the review of the RCT Housing Allocation Scheme which will now go out to public consultation. RCT's allocation for 2025-26 is £19,975,226 (although WG have indicated that this is subject to change and may increase) with an indicative allocation of £19,975,226 per year for the remaining 2 years. All schemes in the main programme have been updated to reflect the new 40/40/20 tranche payments. The scheme submission window opened to RSLs on 12/05/2025 and closed on 11/06/2025. No new schemes are currently able to be brought into the PDP under WG guidance. Reserve schemes have been ranked in priority order and we currently await further guidance from WG.
	RGNP2A01M03	Refresh the RCT Local Housing Market Assessment, providing a detailed insight into the local housing market to inform our work	Mar-26	Claire Hutcheon	On Target	Discussions are being had regarding if the LHMA can be carried out internally or will need to be commissioned externally as was done so previously.
Reduce the number of empty homes in RCT inline with the Empty Homes Strategy	RNGP2A02M02	Lead, deliver and monitor the National Empty Homes Grant scheme on behalf of Welsh Government	Mar-26	Claire Hutcheon	On Target	During qtr. 1 data for the National Empty Homes Grant Scheme shows that there has been to date: <ul style="list-style-type: none"> <li>• 3,199 applications received (across Wales), of which 914 are from RCT.</li> <li>• 1,247 applications are valid (across Wales), of which 347 are from RCT.</li> <li>• 396 homes have been brought back into use, of which 170 are from RCT</li> <li>• £8.8M is committed to approved cases (across Wales) of which £1.9M is committed to RCT cases</li> <li>• £8.3M has been paid out to the 396 completed cases across Wales of which £3.4M has been paid out to the 170 RCT cases.</li> </ul> The Scheme continues to progress well, with regular communication between WG and other LAs involved in the scheme. An independent review is in the process of being completed by the WG which is due to complete by September 2025. For reference, WG have commissions ORS (Opinion Research Solutions) to undertake the review.
	Not in DP	Review the impact of the RCT Empty Homes Strategy	Sep-26	Claire Hutcheon	On Target	In April 25 the total number of empty properties in RCT was recorded as 2,699. Interventions and properties brought back into use increased again on a yearly bases. Interventions were recorded as 657 and properties brought back into use was 240.

Delivery actions	Ref	Milestones/sub actions	Delivery date	Responsible officer	Progress to Date	Overall progress on Action Qtr 1 2025/26
Work with partners to deliver a coherent and inclusive business support offer in RCT, to maximise business start ups and support business growth and sustainability	RGNP3A01M01	Ensure that support for businesses is developed by improved understanding of the services offered by the relevant organisations and effective signposting and joint support is offered where appropriate	Ongoing	Peter Mortimer	On Target	To facilitate a better co-ordinated and joined up business support service in Q1 following a reorganisation of Cardiff Capital Region's (CCR) business engagement approach a closer working relationship has been established with the Council's Regeneration Service and this will now be put into operation. Also joint work with other local providers such as University of South Wales and Coleg Morgannwg has led to a series of business information and networking events including advice on cybersecurity and offers of business training provision.
	RGNP3A02M01	Continue to work with other business support agencies to provide co-ordinated help to start ups and support sustainability through the Business Growth Grant Programme.	Mar-26	Peter Mortimer	On Target	The Business Growth Grant programme continues to be delivered successfully. With an SPF supported budget of £250 000 this year in Q1, 50 expressions of interest were generated and 11 investment projects approved so that the programme is on target to achieve target outputs and outcomes. To facilitate this, close co-operation and signposting is taking place with key partners such as Business Wales, CCR and Pen Y Cymoedd
	RGNP3A04	Explore opportunities and develop projects to maximise the benefit to RCT of the CCR Northern Valleys Initiative	Ongoing	Peter Mortimer	On Target	Project proposals are in place for an appropriate pipeline of developments which will benefit from investment through the Northern Valleys Initiative. These are for Council and private sector led initiatives.
Work in partnership to support our network of community run venues and organisations to be sustainable and thriving.	PHPCSP4A13M02	Work collaboratively with the creative sector, including within FE and HE, to develop pathways of opportunities in RCT.	Mar-26	Adrian Williams	On Target	Opportunities for partnership working with creative sector are being explored. Meetings have been held with USW regarding photography students, and with the Sherman theatre over co-commissions and co-productions.
Develop, adopt and implement a Town Centre Strategy for Tonypany	Not in DP	Subject to Cabinet approval, undertake a full final consultation exercise on the Tonypany Town centre strategy	Oct-25	Peter Mortimer	On Target	Cabinet endorsed the draft Tonypany Town Centre Strategy document for formal consultation in July. The formal consultation is due to commence in Q2. <a href="#">Report to Cabinet 7th July 2025: Tonypany Town Centre Strategy</a>
	RGNP1A01M01/M02	Finalise and adopt the Tonypany Town Centre strategy	Mar-26	Pete Mortimer	On Target	A final draft Strategy document will be prepared following the close of formal consultation, for consideration by Cabinet for adoption.
	RGNP1A01M02	Implement the town centre strategy	Mar-30	Pete Mortimer	On Target	A final draft Strategy document will be prepared following the close of formal consultation for consideration by Cabinet for adoption
	RGNP1A04M02	Review and evaluate the delivery outcomes of our town centre strategies and regeneration projects	Ongoing	Peter Mortimer	On Target	Opportunities for bringing forward significant private sector property redevelopments are being scoped so that a deliverable pipeline is in place to maintain momentum. This pipeline development currently involves properties in Aberdare, Tonypany and Porth.
Continue to deliver the Pontypridd, Porth, Aberdare and Mountain Ash Regeneration strategies and support the continued delivery of strategic town centre projects, including support for the private sector to deliver renovation and regeneration of key properties.	RGNP1A03M01	Ensure the continued delivery of strategic town centre projects such as the completion of the redevelopment of the former Pontypridd Bingo Hall, the Marks and Spencer site and the Police Station	Ongoing	Peter Mortimer	On Target	The final stage of the Bingo Hall redevelopment for the installation of the kiosk is now on site, with essential service connections to be completed. Following an open tender process an operator for the kiosk is in place with contract to be finalised so that occupancy can take place on completion of the kiosk in late summer. Initial master planning and designs for the Northern Gateway area including the demolition of the Police Station are underway. Draft proposals will be available by the end of Q2 so that a robust development programme can be agreed. M&S site redevelopment is progressing well as outlined below.

Delivery actions	Ref	Milestones/sub actions	Delivery date	Responsible officer	Progress to Date	Overall progress on Action Qtr 1 2025/26
Continue to deliver the Pontypridd, Porth, Aberdare and Mountain Ash Regeneration strategies and support the continued delivery of strategic town centre projects, including support for the private sector to deliver renovation and regeneration of key properties.	RGNP1A04M01	Support the private sector to deliver the regeneration and renovation of key town centre properties	Ongoing	Peter Mortimer	On Target	Progress is being made on plans for the redevelopment of Rock Grounds with the developer submitting a detailed planning application following a pre application public consultation. The application should be determined by the end of Q2 which will then lead to a decision to bring forward the construction phase of the redevelopment. Planning is now in place for the redevelopment of the former HSBC Bank and a detailed development appraisal has been submitted by the developer to set out the financial arrangements that will need to be put in place to deliver. This is being considered in terms of potential support from the Transforming Towns Programme.
	RGNP1A05	Ensure vacant and derelict shops in town centres are brought back into use through effective enforcement and by working with developers/property owners with financial incentives. Seek to find local businesses as occupiers of the renovated properties.	Ongoing	Peter Mortimer	On Target	Following the successful delivery of a programme of town centre property improvements by the end of 24/25 a new package of property improvements is being developed alongside private business and property owners and developers. This package is currently in the development phase in advance of on site delivery. A cross service approach with planning and enforcement professionals working alongside town centre teams is targeting those properties which are more difficult to develop, in poor condition or where there is a reluctance from owners to progress.
Programme and seek funding for longer term transport related capital infrastructure projects that will support sustainable transport options and contribute to the Council's ambition for the County Borough to be as close as possible to carbon neutral by 2030.	CSWP15A01M02	Work collaboratively in conjunction with Transport for Wales, Welsh Government, Cardiff Capital City Region and other stakeholders to identify, assess, develop, and programme transport capital infrastructure schemes e.g. Porth Transport Hub, Pontypridd Bingo Hall; that unlock the potential for real economic growth and jobs, prevent social exclusion and are for the longer-term benefit of Rhondda Cynon Taf	Mar-26	Tim Philips	On Target	Officers have worked in collaboration with the CCR to identify schemes for inclusion in the Regional Transport Plans 5yr RTDP. The first year of funding for these schemes will be made available in 2026/27, with funding bids currently being prepared ready for submission in Nov 2025.
Progress opportunities to develop active travel routes including cycle networks to major destinations in the County Borough without impeding main traffic routes and facilitate safe and satisfactory infrastructure to encourage use of all modes of travel.	W&BHDCA1M01	Construction of Phase 5 of the Rhondda Fach Community Route (Tylorstown section)	Mar-26	Rebecca Smith	On Target	Progressing on site
	W&BHDCA1M02	Complete next stage of design development of an active travel route from Treorchy to Treherbert (Phase 1)	Mar-26	Rebecca Smith	On Target	
	W&BHDCA1M03	Complete next stage of design development of an active travel route between Talbot Green and Llanharan	Mar-26	Adrian Morgan	On Target	Public consultation taken place
	W&BHDCA1M04	Undertake sustainable transport related capital infrastructure projects, including those prioritised within the Active Travel Integrated Network Map, from concept through to detailed design, planning and implementation including: - Cwmparc – this scheme will deliver a range of speed reduction measures and improved pedestrian facilities near Parc Primary School.	Mar-26	Rachel Evans	On Target	Scheme currently at feasibility stage

Delivery actions	Ref	Milestones/sub actions	Delivery date	Responsible officer	Progress to Date	Overall progress on Action Qtr 1 2025/26
Progress opportunities to develop active travel routes including cycle networks to major destinations in the County Borough without impeding main traffic routes and facilitate safe and satisfactory infrastructure to encourage use of all modes of travel.	W&BHDCA1M05	Progress development of the Cynon Gateway scheme (major highway scheme which would deliver new highway infrastructure between the A465 and A4059 in the Penywaun/Llwydcoed area as well as active travel improvements to existing routes in the area).	Mar-26	Rebecca Smith	On Target	
Continue to invest in our highways and infrastructure to improve the condition of our road network and improve traffic flow	W&BHDCA1M06	Complete Cynon Trail – Penywaun Slip (Active Travel Construction)	Mar-26	Rebecca Smith	On Target	Consultants for project team appointed.
	W&BHDCA2M01	Complete Treorchy Park & Ride (Construction)	Aug-25	Dave Alfia/ Tim Philips	Complete	And opened by TfW.
	W&BHDCA2M02	Complete the Llanharran Sustainable Transport Corridor Planning Application	Dec-25	Tim Philips	On Target	PAC scheduled for October.

#### CONCLUDING COMMENTS FOR QTR 1 2025/26

Overall, good progress was made to manage this risk during the Qtr with no change needed to the risk score at this stage. This risk is being managed through a holistic approach, strengthened partnerships, and diversified funding strategies.

Effectively managing relationships with external funders, such as the UK Government and Welsh Government, while securing necessary funding, remains a critical priority in light of the uncertainty surrounding the Share Prosperity Fund and Welsh Government's Regeneration funding post March 2026.

The focus during the Qtr has included:

- **Strengthened Relationships with Key Funders:** Proactive efforts have been made to enhance relationships with key external funders. Regular engagement sessions and meetings have been established, fostering open communication and collaborative working relationships.
- **Strategic Direction and Governance:** Strong governance frameworks and clear strategic direction are in place across all Prosperity and Development departments, ensuring cohesive and coordinated efforts.
- **Data-Driven Strategies:** Clear strategies, informed by thorough data analysis and interpretation, have been developed to align with the evolving needs of the communities.
- **Business Case Development:** Effective business cases are being developed for individual projects to ensure they are viable, cost-effective, and capable of delivering measurable outputs and outcomes.
- **Project Oversight and Accountability:** Project boards have been established to oversee the delivery of individual projects, with clear lines of officer accountability. These are supported by project progress reports that include risk registers, as well as physical and financial progress updates.

Through such robust project planning and governance, a whole range of projects are being designed, developed and delivered. Of note are the delivery of the kiosk to complete the redevelopment of the former Bingo Hall in Pontypridd, the granting of Planning Permission for the former HSBC bank in Pontypridd and the completion of the Treorchy Park and Ride scheme. There is also clear evidence of stakeholder and community engagement throughout the projects which only serves to strengthen the ability for successful outcomes to be delivered.