SUBJECT:	**Effectiveness of Strategic Risk Management Framework**
MEETING:	**Governance and Audit Committee**
DATE:	**28th November 2024**
DIVISIONS/WARDS AFFECTED: All	

1. PURPOSE:

1.1 To provide the committee with an assessment of the implementation of the council's strategic risk management framework which is an integral part of the authority's corporate governance arrangements.

1.2 To provide members with an overview of the current strategic risks facing the authority.

2. RECOMMENDATIONS:

2.1 That members use the assessment to seek assurance about the effectiveness of the authority's risk management arrangements.

3. KEY ISSUES:

3.1 Governance and Audit Committee has a specific role in providing independent assurance of the adequacy of the council's risk management framework. The committee also has a role in assessing the authority's corporate governance arrangements, of which risk management is an important part. An integral part of the strategic risk management arrangements is the Whole Authority Strategic Risk Register. The strategic risk assessment ensures that:

- Strategic risks are identified and monitored by the authority
- Risk controls are appropriate and proportionate
- Senior managers and elected members systematically review the strategic risks facing the authority.

3.2 The council's strategic risk management policy and guidance helps ensure strategic risks are identified and assessed robustly, risk controls are put in place that are appropriate and proportionate, and risks are supported by effective mitigations to ensure, as far as possible, risk reduction/risk management. The report is made up of two parts:

- Part 1 provides a self-assessment of the effectiveness of the operation of strategic risk management arrangements in line with the strategic risk management policy.
- Part 2 provides an overview of the strategic risk register and key amendments, including the strategic risks, the risk levels pre and post mitigation, the risk owner who has agreed the update, and any key changes, such as adjustments to risk levels or mitigating action updates.

Part 1 - Effectiveness of strategic risk management arrangements

3.3 The updated strategic risk management policy was agreed by Cabinet in June 2024 following consideration and feedback by Governance and Audit Committee. The policy aims to strengthen strategic risk management arrangements. Some of the main updates include:

- Integrating related corporate risk management arrangements that the council has in place through which risks are identified and managed.
- The requirement and responsibilities to consistently produce directorate risk registers, supporting the identification, management, escalation, and de-escalation of strategic risks.

- The further definition of the Council's risk appetite, using a 'risk appetite range' for various categories of risk that are based on organisational activity.

3.4   A period of transition in implementing the policy was agreed until April 2025 to allow the council time to strengthen arrangements in line with the revised policy, including:

- Developing directorate risk registers and embedding these in planning and decision-making processes.
- Reviewing policy documents to ensure that risk, and risk appetite, has been considered and is captured.
- Adapting and updating the format of the strategic risk register
- Strengthening risk management training and awareness for all officers.

3.5   Appendix 1 provides a self-assessment of the effectiveness of the operation of strategic risk management arrangements. This incorporates an assessment of the progress made in implementing the new or amended requirements of the new policy. This also includes a section on the Council's risk control policies that are aligned to the strategic risk management policy, following a separate overview and assessment of these provided to the committee in September 2024.

3.6   In addition, some of the strategic risks identified in appendix 2 will have further risk controls in place. In reviewing the risks provided the committee should consider if there is any further assurance of the risk controls in place they require from risk owners. This could then be requested to be provided to Governance & Audit Committee or coordinated with the remits of scrutiny committees.

Part 2 - Risk Register updates overview

3.7   The council continues to operate in a dynamic environment and has controls in place to assess, manage and mitigate, as far as possible, a variety of risks. The strategic risk register regularly evolves and adapts in line with this. This will include adjusting the focus, detail and risk levels of risks where necessary. An overview of the changes to the risks and progress with mitigating actions is provided in Appendix 2. Some of the more significant changes since the last report to the committee in April 2024 include:

- The pre-mitigation risk scores for risk 3 have increased from 12 (high) to 16 (high) to reflect pressure on the capital budget. Post-mitigation risk scores remain unchanged.
- Pre-mitigation risk scores for risk 4 have decreased from 16 to 12 for 25/26 and 26/27. The 24/25 post-mitigation risk score has increased from 8 (medium) to 12 (high); risk levels remain medium for 25/26 onwards. This reflects the immediate pressure faced within workforce planning but recognises the foundations that the people strategy has put in place to mitigate this risk.
- Risk 8 remains a high risk (12) of meeting the care and support needs of some vulnerable adults due to an increase in demand and complexity of cases. The pre-mitigation risk score has been re-assessed from 16 (high) to 12.
- Risk 9 has been divided into two related, but separate, risks; one which focuses on school attendance and attainment, and one which focuses on behaviours that challenge, to provide greater clarity in managing and mitigating the risk.
- Risk 10 has been refocused to reflect progress made in developing the replacement local development plan and the risk that this may not be approved by Council following public consultation. The post-mitigation risk level for 26/27 has increased from medium to high.
- The risk on the delivery of public bus services, previously risk 14, has been de-escalated from the strategic risk register as it is no longer a significant risk to the whole organisation. This risk

will be monitored closely within the relevant directorate risk register, and may escalate to the strategic risk register in future, if needed.

3.8   This report does not include the full risk register or a full update of progress against mitigating actions. Scrutiny of that aspect of the work rests with Performance and Overview Scrutiny Committee and the full register will be presented to the committee at its December meeting. The full strategic risk register will also be presented to Cabinet for consideration in December. Members of Governance and Audit Committee have access to the papers of other committees should they wish to familiarise themselves with the wider work. All councillors can also access a live version of the risk register on the authority's intranet site.

Chief Officer Commentary

3.9   It has been agreed that a commentary from the responsible Chief Officer be added to this report. The responsibility sits with the Chief Officer for People, Performance and Partnerships:

3.10   "Having overseen the process of updating the risk assessment I'm satisfied that it presents an accurate assessment of the strategic risks facing the authority over the next three years based on knowledge available to responsible officers at the present time. The assessment of the risk management arrangements that we have in place is fair, identifying both strengths and areas needing improvement. We have made progress with implementing the requirements of the revised risk management policy, there are further requirements we still need to develop and embed in the council to make our arrangements more robust and strengthen their application."

4.   REASONS:

4.1   To provide timely, relevant information on strategic risks as part of the performance management framework for ensuring the authority is well run and able to contribute to achieving the Council's purpose.

5.   AUTHORS:

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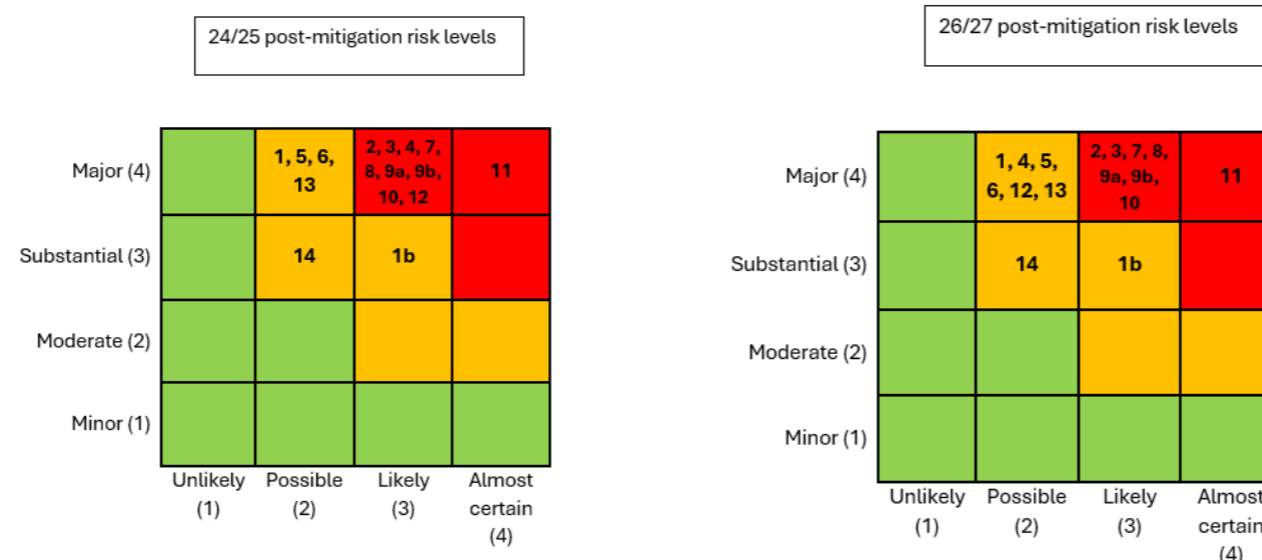Telephone: 01633 740733

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Appendix 1- Self-assessment of the effectiveness of the strategic risk management framework

Strategic Risk Management			
The strategic risk register captures the high and medium level strategic risks that face the council in line with the council's risk management policy. This ensures that: • Strategic risks are identified and monitored by the authority • Risk controls are appropriate and proportionate • Senior managers and elected members systematically review the strategic risks facing the authority			
	How well are we doing?	**How do we know?**	**Action & timescale**
Is there a collective view of the council's strategic risk management arrangements and risk appetite that is communicated and understood?	The council's strategic risk management policy and guidance has been updated and agreed. The council has also defined its risk appetite and agreed a risk appetite statement. These documents are available on the council's intranet. The policy is being embedded in the council, the requirements have been integrated as part of the Council's performance management framework, including in the service business planning process. The awareness of the policy, and the importance of adhering to it, needs to be further embed through the organisation. There is a need to develop a risk management training offer to support the effective discharge of risk management responsibilities.	Strategic risk management policy and guidance Risk appetite statement	Embed the updated strategic risk management policy – April 2025 Develop strategic risk management training and guidance – April 2025
Is strategic risk management embedded in the council?	The strategic risk register is updated regularly and available to all members and officers to view at any time. There are arrangements to formally review and report the whole strategic risk register six monthly. Directorate risk registers are being developed to strengthen the management of risks at a directorate level and facilitate risk identification and mitigation between a service (service business plan) and strategic (risk register) level. Two directorate risk registers are in the process of being established with arrangements being prepared to complete the remaining three directorates by April 2025. The starting point for identifying risks are often service business plans, where heads of service and service managers identify risk to their service. Quality assurance of these plans has continued to show service-based risk registers are	Strategic risk management policy and guidance Strategic risk register Service business plans risk registers	Embed the updated strategic risk management policy – April 2025 Develop strategic risk management training and guidance – April 2025

	often not robust enough or fully completed. This shows strategic risk management remains not consistently embedded at a service level. Further strategic risk management training, as part of implementing the updated risk management policy will be undertaken.		
Is there a shared understanding of the most significant corporate risks?	The strategic risk register identifies high and medium level strategic risks and ensures risk levels are assessed, and mitigating actions are identified. The register is updated regularly, which ensures it remains focussed on the most significant strategic risks facing the council. It is available to all members and officers to view at any time and has regular reporting arrangements in place. This ensures there is a shared understanding of strategic risks facing the council. The latest update of the strategic risk register has embedded some of the requirements of the new policy, including risk category, appetite level and treat/tolerate categories. Further work is needed to embed the remaining requirements of the policy in the register, including target risk scores. This will be completed as part of the continued planned implementation of the policy. Service business plans not being robust enough or fully complete impacts on the effectiveness of service risk identification and management. This may subsequently be having an impact on the effective identification and management of strategic risks, although other arrangements in place, including the development of directorate risk registers, will limit this, strengthening service risk registers remains important.	Strategic risk register Service business plans risk register	Embed the requirements of the strategic risk management policy in reporting arrangements – April 2025 Develop strategic risk management training and guidance – April 2025
Is there integration with other risk control arrangements that facilitate the management of risk?	Strategic risk management is an integral part of the Council's activities to support decision-making in achieving its objectives. The updated strategic risk management policy identifies other corporate risk control arrangements that the council has in place through which risks are identified and managed and need to integrate with strategic risk management policy. These are Health and Safety, Emergency Planning, Insurance, Finance, Internal Audit, Information Governance & Cyber Security. An assessment of the effectiveness of each of these risk control arrangements, following the same process that is used to evaluate the strategic risk	Strategic risk management policy Overview of the effectiveness of risk control policies	Assess progress in implementing the actions to develop or strengthen risk control arrangements – April 2025

	management arrangements, was completed in August 2024 and reported to the committee in September 2024. The assessment demonstrates the arrangements in place to identify, respond, monitor and report risk. The assessment identifies actions that need to be completed to develop or strengthen the arrangements. An update on the progress with implementing these actions will form part of the next assessment of the effectiveness of risk control arrangements reported to Governance & Audit Committee.		
Is there a robust risk management assurance framework in place?	There are arrangements to formally review the whole strategic risk register six monthly. These are facilitated by the performance and data insight team in liaison with risk owners and include review reports to Strategic Leadership Team and cabinet. The strategic risk register is formally reported to Governance & Audit Committee, Performance & Overview scrutiny committee and Cabinet. This provides assurance on the robustness of risk management framework in place.

Directorate risk registers are being developed to strengthen the management of risks at a directorate level. These are being facilitated by the performance and data insight team in coordination with Directorate Management Teams.

An internal audit review of risk management has been completed and was given a reasonable assurance rating. This identified strengths and some weaknesses. Actions to respond to the recommendations have been agreed and are being implemented. The findings from the review have informed the development of the updated strategic risk management policy.

A review of strategic risk management arrangements is reported to Governance and Audit Committee six monthly. Risk management arrangements also form part of the Council's annual self-assessment report. These arrangements are providing assurance of the framework in place and informed areas for development identified in this report. | Strategic risk register

Strategic risk management reports | Embed the updated strategic risk management policy – April 2025

Complete actions in response to the internal audit review recommendations – April 2025 |

24/25 post-mitigation risk levels

26/27 post-mitigation risk levels

Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Changes to risk level/score	Risk category and appetite level	Transfer/treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
	Risk identified in the strategic risk register	*Risk to delivery of Community and Corporate plan objective*	*Risk assessed by the level of likelihood of occurrence and impact/ consequence prior to any mitigation*	*Risk assessed by the level of likelihood of occurrence and impact/ consequence informed by the expected impact of mitigation*	*The rationale for adjusting the risk level since the last risk update report in April 2024*	*Identifies the risk category and appetite level for each risk, aligned with the whole organisation risk appetite statement*	*Whether the risk is being transferred, treated, tolerated or terminated – see policy for further detail*	*Significant planned mitigation actions identified for delivery in the risk register by November 2024*	*The progress made and impact, where available of the planned mitigation actions by November 2024*	*The owners of the risk, in line with strategic management policy, who have agreed the risk*

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						Risks to resources				
1	Potential risk that: Financial pressures and increased complexity of demand for services impact on delivering all of the council's commitments in the Community and Corporate plan, leading to longer term outcomes for the county not being achieved	All	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	Risk levels remain unchanged	Strategic Cautious	Treat	Regularly review progress made in implementing the commitments of the community and corporate plan, ensuring resource is targeted in the most pertinent areas	A six-month progress report and annual self-assessment report on the delivery of the community and corporate plan is completed. The community and corporate plan measurement framework has been revised and agreed by Cabinet in September.	Paul Matthews, Chief Executive & Cllr Mary Ann Brocklesby, Leader
								Review the progress of the Enabling Strategies which support delivery of the community and corporate plan to ensure alignment of resources with policy priorities	The enabling strategies which support the delivery of the community and corporate plan have now been updated. These will be subject to an annual review of progress, as outlined in each strategy.	

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1b	Potential risk that: A small working political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects	All	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (9) 2025/26 – Medium (9) 2026/27 – Medium (9)	Risk levels remain unchanged	Strategic, Service delivery Cautious	Tolerate	Utilise members seminars and scrutiny workshops to engage and involve all councillors in the development of policy	Members seminars are being used to share developments and involve councillors on significant forthcoming decisions. Scrutiny workshops are being held to seek councillors' involvement in the development of proposals.	Paul Matthews, Chief Executive & Cllr Mary Ann Brocklesby, Leader
								Maintain a fully populated forward work planner of Cabinet and Council business	An established forward work planner is in place. There is a need to improve the timeliness of completion of the cabinet and council forward plan and align the forward plans of each committee.	
2	Potential risk that: Some services will become financially unsustainable in the short to medium term in their current form due to increasing demand and continuing financial pressures	All	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	Risk levels remain unchanged	Service delivery Cautious	Treat	Ensure that services deliver within budget, deliver savings targets and continue to identify, review and challenge pressures	Regular budget monitoring is undertaken. The latest forecast is an overall in year deficit of £3,388,000 made up of in-year budget pressures alongside a forecast shortfall in meeting budgeted savings targets. A programme of budget recovery actions is being implemented to achieve a balanced budget.	Peter Davies, Deputy Chief Executive and Chief Officer Resources & Cllr Ben Callard, Cabinet Member for Resources
								Develop a set of budget proposals for 2025/26	A medium-term financial plan update and budget setting process and timeline for the 2025/26 budget has been developed. Following receipt of Welsh Government's provision settlement in December draft budget proposals will be released for public consultation in January, with final budget proposals due to be presented in Council in March 2025.	
								Strengthen medium to long term strategic financial planning as part of the Medium-term financial plan	The Medium-Term Financial Strategy (MTFS) was approved by Council in July 2024. As part of the development of the strategy, a delivery plan has been established. Progress with implementing the strategy will be regularly reviewed as part of six-monthly MTFP updates.	
3	Potential risk that: The authority is unable to maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability	All	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	Pre-mitigation risk scores have increased from 12 to 16 to reflect pressure on the capital budget. Post-mitigation risk scores remain unchanged.	Service delivery Cautious	Treat	Regularly review assumptions as part of the capital MTFP taking account of any new information that is relevant and the consequential impact on the revenue MTFP	The Medium-Term Financial Plan (MTFP) model was reviewed and updated as part of the development of the MTFS in July 2024. The Capital Programme for 2025-2029 will be reviewed and reconsidered during the 2025/26 budgetary process. Capital and Asset Management working groups have been established to strengthen the scrutiny and challenge of the Capital Programme.	Peter Davies, Deputy Chief Executive and Chief Officer Resources & Cllr Ben Callard, Cabinet Member for Resources
								Review and refresh the council's Capital Strategy	The Capital strategy will be refreshed and brought alongside final budget proposals to Council in March 2025.	
4	Potential risk that: Increases in the number of people exiting the labour	All	2024/25 – High (16) 2025/26 – High (12)	2024/25 – High (12) 2025/26 – Medium (8)	Pre-mitigation risk scores have decreased from 16 to 12 for	Service delivery, Governance Minimalist	Treat	Recruit and retain staff more effectively	The People Strategy was approved by Cabinet in June 2024 and contains a specific objective, and actions, aimed at improving recruitment and retention. The progress of the strategy will be reviewed annually.	Matthew Gatehouse, Chief Officer People,

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	market, a UK skills shortage and wage inflation will impact recruitment, particularly for posts that require specific skills or qualifications, retention and workforce planning and affect the delivery of Council services		2026/27 – High (12)	2026/27 – Medium (8)	25/26 and 26/27. The 24/25 post-mitigation risk score has increase from 8 (medium) to 12 (high)				An e-recruitment system is being implemented to support the development of recruitment as a genuine talent acquisition process.	Performance and Partnerships & Cllr Ben Callard, Cabinet Member for Resources
								Embed workforce planning to ensure the right skills, expertise and knowledge are available for future changes	The People Strategy was approved by Cabinet in June 2024 and focusses on strengthening workforce planning. The progress of the strategy will be reviewed annually. A new work experience and apprentice policy has been developed to create a new pipeline of people being recruited and trained to supply the workforce of the future.	
5	Potential risk that: Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services	All	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	Risk levels remain unchanged	Information governance, service delivery Averse	Tolerate	Ensure robust arrangements are in place to safeguard the organisation's data and systems from cyber-attack	The Council recognises that total elimination of cyber-attack is not possible, but the focus is on ensuring robust arrangements are in place to safeguard data and systems from cyber-attack via: physical barriers to the network, staff awareness, training and culture and structured governance, risk analysis and business continuity planning.	Sian Hayward, Head of Information, Technology & Security & Cllr Ben Callard, Cabinet Member for Resources
	Risks to service delivery									
6	Potential risk that: Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements	A Connected Place Where People Care	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	Risk levels remain unchanged	Safeguarding Averse	Tolerate	Continually monitor and evaluate safeguarding processes and practice and ensure good accountability for safeguarding	The most recent Annual Safeguarding Evaluation Report was presented to Council in October 2024. The report evaluates the progress of the Council's key safeguarding priorities during 2023/24, highlighting progress, identifying risks and setting out actions and priorities for 2024/25.	Jane Rodgers, Chief Officer Social Care, Safeguarding & Health & Will Mclean, Chief Officer Children & Young people, & Cllr Ian Chandler, Cabinet Member for Social Care, Safeguarding and Accessible Health Services
7	Potential risk that: Risk of harm if we are unable to meet the care and support needs of some vulnerable children due to an increase in demand, complexity of cases and insufficiency of registered placements	A Connected Place Where People Care	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	Risk levels remain unchanged	Safeguarding Averse	Treat	Develop and expand the Children's Services Commissioning Strategy in response to the intention to eliminate profit from children's social care	A commissioning and placement strategy has been developed, with a specific emphasis on the development of in-county residential and support living accommodation. This is aligned with Welsh Government's ambition to eliminate profit from children's care. Two children's homes have been commissioned through partnership models, one of which is a specialised provision for children with very complex	Jane Rodgers, Chief Officer Social Care, Safeguarding & Health & Cllr Ian Chandler, Cabinet Member for Social Care,

Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Changes to risk level/score	Risk category and appetite level	Transfer/treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
									needs. Finding appropriate placements for children remains challenging.	Safeguarding and Accessible Health Services
								Continue to implement the fostering strategy	The overall offer to foster carers is being reviewed to see where and how more foster cares can join the in-house team. Little progress has been made in the net numbers of in-house foster carers despite considerable effort and attention. The recruitment and retention of foster carers remains an area of significant challenge	
8	Potential risk that: Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to an increase in demand and complexity of cases	A Connected Place Where People Care	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	Pre-mitigation risk levels re-assessed to High (12) from High (16)	Safeguarding Averse	Treat	Rebalance reablement and long-term care within our in-house care at home service	There is increased capacity to provide reablement service to those who would benefit from it. While this is good progress the aim is to improve this further. In line with the aims of the commissioning strategy the focus is on further increasing the availability of in-house home care to support reablement as opposed to providing long term care.	Jane Rodgers, Chief Officer Social Care, Safeguarding & Health & Cllr Ian Chandler, Cabinet Member for Social Care, Safeguarding and Accessible Health Services
								Monitor requests for Domiciliary Care to ensure demand is being met and delays are minimised	All referrals are triaged at point of referral to ensure that those in most need are prioritised for assessment and intervention. Case reviews are being undertaken, applying the principles of the Social Services and Well-being Act to ensure a strengths-based approach looking at individual, family and community based support where appropriate. Access to care and support is not always timely; however, overall there is increased capacity across home care.	
								Implement a 'place-based' approach to create sustainability in care at home services	The Council remains committed to developing a more sustainable care at home sector for the future. A comprehensive strategy for commissioning homecare through increased block purchasing has been developed. Engagement with local providers to progress the strategy has commenced. There has been an increase in residential placements and costs of residential care is having a big impact on the budget in Adult Social Care.	
9a	Potential risk that: Failure to return attendance figures to those seen before the pandemic, particularly	A Learning Place	2024/25 – High (12) 2025/26 – High (12)	2024/25 – High (12) 2025/26 – High (12)	Recently revised risk	Strategic Minimalist	Treat	Complete the consultation on the new Attendance and Engagement Policy and processes	The Local Authority Attendance and Engagement Policy has been updated to encompass all aspects of the Engaging, Belonging and Participating guidance issued by Welsh Government in October 2023 and will be consulted on with schools.	Will Mclean, Chief Officer Children & Young People & Cllr Martyn

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	among vulnerable pupils and those eligible for free school meals, could lead to a worsening in educational attainment		2026/27 – High (12)	2026/27 – High (12)				Work with schools and partners to better understand drivers of low attendance	Programmes such as Community Focused Schools (which focuses on the way in which families work with schools), Trauma Informed Schools and emotionally based school avoidance (EBSA) approaches have been implemented with schools to support attendance through engagement in. The Education Welfare Service are also working closely with schools and pupils. Attendance in primary schools has improved to near pre-pandemic levels, secondary school attendance remains below pre-pandemic levels	Groucutt, Cabinet member for Education
9b	Potential risk that: An increase in behaviours that challenge in schools as a result of the continuation of trends that first emerged during the pandemic may lead to harm to a pupil or member of staff	A Learning Place A Safe Place to Live	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	Recently revised risk	Safeguarding, Health and Safety Averse	Treat	Support learners most at risk of repeat Fixed Term Exclusions or of Permanent exclusions through the Education Support Team (EST)	The Education Support Team has enabled those learners most at risk of repeat Fixed Term Exclusions (FTE) or of Permanent Exclusions (PEx) to receive support from specialist professionals. The number of permanent and fixed term exclusions from schools remain high.	Will Mclean, Chief Officer Children & Young People & Cllr Martyn Groucutt, Cabinet member for Education
								Implement the outcomes of the Pupil Referral Service review	The Pupil Referral Service (PRS) has been reviewed. This has helped to understand the current demand, while considering the future role and function of the PRS. The findings of this review will be implemented including increasing the capacity of the PRS to provide preventative intervention for pupils at risk of PEx and enhanced support for learners to reintegrate into mainstream having had a period of support in the PRS.	
						Risks to policy priorities				
10	Potential risk that: The Council does not support the Replacement Local Development Plan, leading to delays in its adoption which restricts our ability to take forward key policy objective such as job creation, affordable housing development and the adoption of key policies to protect the environment and tackle climate change	All	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	The 2026/27 post-mitigation risk level has increased from medium (8) to high (12) to reflect the risk of the deposit RLDP not being endorsed	Governance, strategic Minimalist	Tolerate	Prepare a Replacement Local Development Plan to address the county's issues/challenges, including in relation to the provision of housing (market and affordable) and employment opportunities	This Deposit Replacement Local Development Plan was endorsed by Council for a detailed public consultation in October 2024. The Deposit Plan sets the ambition for development within the county. Council will consider the results of the consultation in Summer 2025, following which the RLDP will be subject to public examination.	Craig O'Connor, Chief Officer Place & Cllr Paul Griffiths, Cabinet member for Planning and Economic Development
								Work with partner organisations to identify and implement solutions to phosphate pollution in the Rivers Usk and Wye	Dŵr Cymru has recently committed to providing phosphate stripping technology at Monmouth and Llanfoist waste water treatments works by April 2025.	
								Ensure RLDP growth ambition is met by essential infrastructure	A Local Transport Plan was approved by Cabinet in May 2024. An Employment, Economy & Skills Strategy was approved by Cabinet in February 2024.	

Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Changes to risk level/score	Risk category and appetite level	Transfer/treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
11	Potential risk that: a) The council is unable to deliver its commitment to decarbonise its operations in sufficient time to achieve net zero by 2030 because our resources are not commensurate with the scale and complexity of the challenge b) The Council is unable to deliver services as a result of the increasing frequency of climate-related emergencies such as floods or extreme heatwaves that increase the demand for emergency responses and can cause damage to infrastructure and the closure of facilities	All	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	Risk levels remain unchanged	Strategic, Environmental, Service Delivery Minimalist	Tolerate	Deliver the Monmouthshire County Council Climate and Nature Emergency Strategy Prepare and adapt for the impact of climate change	The Climate and Nature Emergency Strategy was approved by Cabinet in May 2024. This strategy is underpinned by four action plans to better reflect the breadth of work that is taking place: Internal decarbonisation, Biodiversity and Nature Recovery, Rivers and Oceans and Community climate change. Progress in implementing the strategy is regularly monitored by the Climate and Nature Emergency Steering Group. Welsh Government has produced The National Strategy for Flood and Coastal Erosion Risk Management in Wales, and in response, Monmouthshire is currently reviewing our Local Flood Risk Management Strategy and Flood Risk Management Plan; a new combined strategy document is being developed.	Strategic Leadership Team & Cllr Catrin Maby, Cabinet member for Climate Change and the Environment
12	Potential risk that: The rising cost of living tips more families into crisis requiring public service interventions which diverts resources from other policy priorities	All	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – Medium (8)	Risk levels remain unchanged	Service delivery, Economic Cautious	Tolerate	Support residents with the cost-of-living crisis through ensuring they have the right advice and support Review the Tackling Poverty and Inequality Action Plan	In October 24, the Community Development Team, together with partners such as Citizen's Advice, Warm Wales, local foodbanks and many others, held the first in a series of events across the county to give support, ideas and advice to residents to help with the cost of living. Representatives from Benthyg library of things will also attend to ensure a joined-up approach to tackling poverty interventions. A Tackling Poverty and Inequality Lead was appointed in April 2024. It has been agreed that a new strategy or formal tackling poverty and inequality action plan is not the preferred option at this time. The Community Development Team, who coordinate delivery of our work in this area, will continue to work to their targeted work plan. Ensuring a joined-up, whole authority approach will be key to ensuring action is targeted and effective.	Ian Saunders, Chief Officer Customer, Culture and Wellbeing, Jane Rodgers, Chief Officer Social Care, Safeguarding & Health & Cllr Angela Sandles, Cabinet member for Equalities and Engagement
13	Potential risk that: Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market	A Safe Place to Live A Fair Place to Live	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	Risk levels remain unchanged	Service delivery Minimalist	Treat	Prevent homelessness through Rapid Rehousing	Through Rapid Rehousing the council has facilitated increased resources into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. New arrangements have been established with partner agencies such as the DWP and Shared Benefit Service to support more people at risk of homelessness. The Housing Support service has been remodelled to include dedicated substance misuse support, temporary	Cath Fallon, Head of Rural Development, Housing and Partnerships, Matthew Gatehouse, Chief Officer People, Performance

Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Changes to risk level/score	Risk category and appetite level	Transfer/treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
									accommodation support and re-settlement support. This also includes dedicated support for young people with higher need.	and Partnerships & Cllr Angela Sandles, Cabinet member for Equalities and Engagement
								Develop suitable accommodation for homeless people, including long-term housing for all those accommodated in temporary housing and specialist provision for those with additional needs	The availability of both temporary and settled homes for homeless households is being increased through a range of means including partnerships with private landlords through Monmouthshire Lettings and more homes through new build developments and acquisitions. Accommodation is starting to be acquired for temporary accommodation use and the first approval has been given to re-purpose a council owned agricultural property.	
14	Potential risk that: An increase in the number of legal challenges to decisions resulting in delays and increased costs	All	2024/25 – Medium (9) 2025/26 – Medium (9) 2026/27 – Medium (9)	2024/25 – Medium (6) 2025/26 – Medium (6) 2026/27 – Medium (6)	Risk levels remain unchanged	Legal and Regulatory Averse	Treat	Impact assess service changes and policy decisions	An established Integrated Impact Assessment template and guidance is in place and is completed for all decisions that require an assessment. These assessments are challenged by a panel of policy officers prior to decision.	James Williams, Chief Officer Law and Governance & Cllr Mary Ann Brocklesby, Leader

Appendix 3: Strategic Risk Management – Summary

Risk Management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them or responding to them. Strategic risks are those which affect the Council as a whole. Typically these will be key risks which could significantly jeopardise the Council's ability to achieve its objectives, statutory plans and/or provide operational services as planned.

The Council is committed to the effective management of risk. As a large public sector organisation, it is exposed to a wide range of risks and threats in delivering key services to communities. Within the Council the purpose of risk management is to:

- preserve and protect the Council's assets, reputation and staff
- promote corporate governance and aid good management in controlling and managing risks
- support successful delivery of strategic aims, objectives and outcomes
- improve business performance and better anticipate calculated risks where these are likely in delivering improvements
- avoid unnecessary liabilities, costs and failures

The Council seeks to ensure that risk management is effective from strategic to individual services and employees. Therefore, all employees and councillors are responsible for ensuring there are good levels of internal control and risk management throughout the Council in order that the Council's specified outcomes are achieved.

The Council uses a 'traffic light' system of Red/Amber/Green associated with High/Medium/Low to categorise risk levels. This is determined using the risk matrix below.

High risk	The risk is **highly likely** to occur and the impact will be major. Management action/control evaluation and improvement is required coupled with continued pro-active monitoring
Medium risk	The risk is **unlikely** to result in a major issue, however, if it did the impact would be **significant or serious**. This risk is relatively less significant than a High risk however it needs to be closely monitored within timely management action/controls to ensure it does not escalate.
Low risk	The risk is **very unlikely** to occur and the impact will be **minor or moderate** at worst. Risk will be managed by seeking control improvements where practical and / or monitoring and reviewing at regular intervals

Risks are also given a score. Scores of 1-4 are low risks, scores of 6-9 are medium risks and scores 12-16 are high risk. Providing a score as well as a risk level allows the variations within risk levels to be more clearly stated.

	Unlikely (1)	Possible (2)	Likely (3)	Almost certain (4)
Major (4)	Low (4)	Medium (8)	High (12)	High (16)
Substantial (3)	Low (3)	Medium (6)	Medium (9)	High (12)
Moderate (2)	Low (2)	Low (4)	Medium (6)	Medium (8)
Minor (1)	Low (1)	Low (2)	Low (3)	Low (4)