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**Hysbysiad a gyfarfod**

# Pwyllgor Perfformiad a Throsolwg

**Dydd Mawrth, 27ain Ionawr, 2026, 2.00 pm,
Neuadd y Sir, Y Rhadyr, Brynbuga, NP15 1GA**

Nodwch y cynhelir rhag gyfarfod 30 munud cyn dechrau'r cyfarfod ar gyfer aelodau'r pwyllgor
.

# AGENDA

| Item No | Item | Pages |
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| 1. | **Ymddiheuriadau dros Absenoldeb.** | |
| 2. | **Datganiadau o Fuddiant.** | |
| 3. | **Diweddariad Gwaharddiadau Ysgolion - Craffu ar y ffigurau diweddaraf a pherfformiad y Cyngor. Adroddiad i ddilyn.** | 1 - 8 |
| 4. | **Rhwydwaith Ymchwil Iechyd Ysgolion - Hysbysu'r pwyllgor am y data a'r mewnwelediadau o waith y rhwydwaith dan arweiniad Prifysgol Caerdydd mewn perthynas â lles disgyblion.** | 9 - 16 |
| 5. | **Busnes Ychwanegol: Asesiad Risg Strategol - Hysbysu aelodau am risgiau'r awdurdod, ac i'r pwyllgor ystyried unrhyw feysydd i'w craffu ymhellach.** | 17 - 42 |
| 6. | **Cyfarfod Nesaf: Dydd Mawrth 10fed Chwefror 2026 am 10.00am.** | |

**Paul Matthews**

**Prif Weithredwr**

<div align="center">

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

</div>

MAE CYFANSODDIAD Y PWYLLGOR FEL A GANLYN:

County Councillor Jill Bond, West End;, Welsh Labour/Llafur Cymru
County Councillor Rachel Buckler, Devauden;, Welsh Conservative Party
County Councillor John Crook, Magor East with Undy;, Welsh Labour/Llafur Cymru
County Councillor Steven Garratt, Overmonnow;, Welsh Labour/Llafur Cymru
County Councillor Meirion Howells, Llanbadoc & Usk;, Independent
County Councillor Alistair Neill, Gobion Fawr;, Welsh Conservative Party
County Councillor Martin Newell, Town;, Welsh Conservative Party
County Councillor Paul Pavia, Mount Pleasant;, Welsh Conservative Party
County Councillor Peter Strong, Rogiet;, Welsh Labour/Llafur Cymru
Clare Werrett

# Gwybodaeth I'r Cyhoedd

Gofynnir i chi nodi y bydd Cyngor Sir Fynwy yn ffilmio'r cyfarfod hwn ac y bydd ar gael i'w weld ar-lein ar ffurf fyw ac archif. Mae'n bosibl y gellid ffilmio ardaloedd lle mae'r cyhoedd yn eistedd a drwy fynd i mewn i'r Siambr rydych yn cydsynio i gael eich ffilmio a defnydd posibl y delweddau hynny a recordiad sain ar gyfer dibenion gwe-ddarlledu. Os ydych yn gwneud sylw i'r cyfarfod bernir eich bod wedi cydsynio i gael eich ffilmio.
Caiff recordiadau o'r cyfarfod eu cadw yn unol â pholisi'r Cyngor ar gadw data. Dim ond os yw'r Swyddog Monitro yn ystyried bod angen hynny oherwydd bod y cyfan neu ran o gynnwys y gwe-ddarllediad yn neu'n debygol o fod yn groes i unrhyw ddarpariaeth statudol neu athrawiaeth cyfraith gyffredin, er enghraifft deddfwriaeth Diogelu Data a Hawliau Dynol neu ddarpariaethau yn ymwneud â gwybodaeth gyfrinachol neu eithriedig, y caiff gwe-ddarllediadau neu rannau o we-ddarllediadau a archifwyd eu tynnu o wefan y Cyngor.

**Mynediad i gopïau papur o agendâu ac adroddiadau**
Gellir darparu copi o'r agenda hwn ac adroddiadau perthnasol i aelodau'r cyhoedd sy'n mynychu cyfarfod drwy ofyn am gopi gan Gwasanaethau Democrataidd ar 01633 644219. Dylid nodi fod yn rhaid i ni dderbyn 24 awr o hysbysiad cyn y cyfarfod er mwyn darparu copi caled o'r agenda hwn i chi.

**Edrych ar y cyfarfod ar-lein**
Gellir gweld y cyfarfod ar-lein yn fyw neu'n dilyn y cyfarfod drwy fynd i www.monmouthshire.gov.uk neu drwy ymweld â'n tudalen Youtube drwy chwilio am MonmouthshireCC. Drwy fynd i mewn i'r ystafell gyfarfod, fel aelod o'r cyhoedd neu i gymryd rhan yn y cyfarfod, rydych yn caniatáu i gael eich ffilmio ac i ddefnydd posibl y delweddau a'r recordiadau sain hynny gan y Cyngor.

**Y Gymraeg** Mae'r Cyngor yn croesawu cyfraniadau gan aelodau'r cyhoedd drwy gyfrwng y Gymraeg neu'r Saesneg. Gofynnwn gyda dyledus barch i chi roi 5 diwrnod o hysbysiad cyn y cyfarfod os dymunwch siarad yn Gymraeg fel y gallwn ddarparu ar gyfer eich anghenion.

*Caiff cyfarfodydd ein Pwyllgorau Craffu eu ffrydio'n fyw a bydd dolen i'r ffrwd fyw ar gael ar dudalen cyfarfodydd [gwefan](#) Cyngor Sir Fynwy.*

*Os hoffech siarad dan y Fforwm Agored i'r Cyhoedd mewn cyfarfod bydd angen i chi roi tri diwrnod gwaith o hysbysiad cyn y cyfarfod drwy gysylltu â [Scrutiny@monmouthshire.gov.uk](mailto:Scrutiny@monmouthshire.gov.uk)*

*Y Cadeirydd fydd yn penderfynu faint o amser a roddir i bob aelod o'r cyhoedd i siarad, ond er mwyn ein galluogi i roi cyfle i nifer o siaradwyr gofynnwn nad yw cyfraniadau yn ddim hirach na 3 munud.*

*Yn lle hynny, os hoffech gyflwyno sylwadau ysgrifenedig, sain neu fideo, cysylltwch â'r tîm yn defnyddio'r un cyfeiriad e-bost i drefnu hyn os gwelwch yn dda. Y dyddiad cau ar gyfer cyflwyno sylwadau i'r Cyngor yw 5 pm dri diwrnod gwaith clir cyn y cyfarfod. Os yw cyfanswm y sylwadau a geir yn fwy na 30 munud, caiff detholiad o'r rhain yn seiliedig ar thema ei rannu yn y cyfarfod. Bydd yr holl sylwadau geir ar gael i'r cynghorwyr cyn y cyfarfod.*

# Nodau a Gwerthoedd Cyngor Sir Fynwy

i ddod yn sir ddi-garbon, gan gefnogi lles, iechyd ac urddas i bawb ar bob cam o'u bywydau.

Amcanion rydym yn gweithio tuag atynt

- Lle teg i fyw lle mae effeithiau anghydraddoldeb a thlodi wedi'u lleihau;
- Lle gwyrdd i fyw a gweithio gyda llai o allyriadau carbon a gwneud cyfraniad cadarnhaol at fynd i'r afael â'r argyfwng yn yr hinsawdd a natur;
- Lle ffyniannus ac uchelgeisiol, lle mae canol trefi bywiog a lle gall busnesau dyfu a datblygu;
- Lle diogel i fyw lle mae gan bobl gartref maen nhw'n teimlo'n ddiogel ynddo;
- Lle cysylltiedig lle mae pobl yn teimlo'n rhan o gymuned ac yn cael eu gwerthfawrogi;
- Lle dysgu lle mae pawb yn cael cyfle i gyrraedd eu potensial.

## Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.
- **Caredigrwydd** – Byddwn yn dangos caredigrwydd i bawb yr ydym yn gweithio gyda nhw, gan roi pwysigrwydd perthnasoedd a'r cysylltiadau sydd gennym â'n gilydd wrth wraidd pob rhyngweithio.

# Canllaw Cwestiynau Craffu Sir Fynwy

|  |
| --- |
| 1. Pam mae'r Pwyllgor yn craffu ar hyn? (cefndir, materion allweddol)<br>2. Beth yw rôl y Pwyllgor a pha ganlyniad mae'r Aelodau am ei gyflawni?<br>3. A oes digon o wybodaeth i gyflawni hyn? Os nad oes, pwy allai ddarparu hyn?<br><br>  - Cytuno ar y drefn holi a pha Aelodau fydd yn arwain<br>  - Cytuno ar gwestiynau i swyddogion a chwestiynau i Aelod y Cabinet |
| **Cwestiynau'r Cyfarfod** |

| _Craffu ar Berfformiad_ | _Craffu ar Bolisi_ |
|---|---|
| 1. Sut mae perfformiad yn cymharu â'r blynyddoedd blaenorol?  Ydy e'n well/yn waeth? Pam? | 1. Ar bwy mae'r polisi  yn effeithio ~ yn uniongyrchol ac yn anuniongyrchol?  Pwy fydd yn elwa fwyaf/leiaf? |
| 2. Sut mae perfformiad yn cymharu â chynghorau eraill/darparwyr gwasanaethau eraill?  Ydy e'n well/yn waeth? Pam? | 2. Beth yw barn defnyddwyr gwasanaeth /rhanddeiliaid? Pa ymgynghoriad gafodd ei gyflawni? A wnaeth y broses ymgynghori gydymffurfio ag Egwyddorion Gunning? A yw rhanddeiliaid yn credu y bydd yn sicrhau'r canlyniad a ddymunir? |
| 3. Sut mae perfformiad yn cymharu â thargedau gosodedig?  Ydy e'n well/yn waeth? Pam? | 3. Beth yw barn y gymuned gyfan – safbwynt y 'trethdalwr'? |
| 4. Sut cafodd targedau perfformiad eu gosod? Ydyn nhw'n ddigon heriol/realistig? | 4. Pa ddulliau a ddefnyddiwyd i ymgynghori â'r rhanddeiliaid? A oedd y broses yn galluogi pawb â chyfran i ddweud eu dweud? |
| 5. Sut mae defnyddwyr gwasanaethau/y cyhoedd/partneriaid yn gweld perfformiad y gwasanaeth? | 5. Pa ymarfer ac opsiynau sydd wedi eu hystyried wrth ddatblygu/adolygu'r polisi hwn? Pa dystiolaeth sydd i hysbysu beth sy'n gweithio? A yw'r polisi yn ymwneud â maes lle mae diffyg ymchwil cyhoeddedig neu dystiolaeth arall? |
| 6. A fu unrhyw awdid ac archwiliadau diweddar? Beth oedd y canfyddiadau? | 6. A yw'r polisi'n ymwneud â maes lle ceir anghydraddoldebau hysbys? |
| 7. Sut mae'r gwasanaeth yn cyfrannu at wireddu amcanion corfforaethol? | 7. A yw'r polisi hwn yn cyd-fynd â'n hamcanion corfforaethol, fel y'u diffinnir yn ein cynllun corfforaethol? A yw'n cadw at ein Safonau Iaith Gymraeg? |
| 8. A yw gwelliant/dirywiad mewn perfformiad yn gysylltiedig i gynnydd/ostyngiad mewn adnodd? Pa gapasiti sydd yna i wella? | 8. A gafodd yr holl ddatblygu cynaliadwy, y goblygiadau cydraddoldeb a diogelu perthnasol eu hystyried? |

| | Er enghraifft, beth yw'r gweithdrefnau sydd angen bod ar waith i amddiffyn plant? |
|---|---|
| | 9. Faint fydd y gost hon i'w gweithredu a pha ffynhonnell ariannu sydd wedi'i nodi? |
| | 10. Sut fydd perfformiad y polisi yn cael ei weithredu a'r effaith yn cael ei gwerthuso? |

## Cwestiynau Cyffredinol:

*Grymuso Cymunedau*
- Sut ydym ni'n cynnwys cymunedau lleol a'u grymuso i ddylunio a darparu gwasanaethau i gyd-fynd ag angen lleol?
- A ydym ni'n cael trafodaethau rheolaidd gyda chymunedau am flaenoriaethau'r gwasanaeth a pha lefel o wasanaeth y gall y cyngor fforddio ei ddarparu yn y dyfodol?
- A yw'r gwasanaeth yn gweithio gyda dinasyddion i egluro rôl gwahanol bartneriaid wrth ddarparu gwasanaeth a rheoli disgwyliadau?
- A oes fframwaith a phroses gymesur ar waith ar gyfer asesu perfformiad ar y cyd, gan gynnwys o safbwynt dinesydd, ac a oes gennych chi drefniadau atebolrwydd i gefnogi hyn?
- A oes Asesiad Effaith Cydraddoldeb wedi'i gynnal? Os felly a all yr Arweinydd a'r Cabinet /Uwch Swyddogion roi copïau i'r Aelodau ac eglurhad manwl o'r Asesiad o'r Effaith ar Gydraddoldeb (EQIA) a gynhaliwyd mewn perthynas â'r cynigion hyn?
- A all yr Arweinydd a'r Cabinet/Uwch Swyddogion sicrhau aelodau bod y cynigion hyn yn cydymffurfio â deddfwriaeth Cydraddoldeb a Hawliau Dynol? A yw'r cynigion yn cydymffurfio â Chynllun Cydraddoldeb Strategol yr Awdurdod Lleol?

*Galwadau'r Gwasanaeth*
- Sut fydd newid polisi a deddfwriaeth yn effeithio ar y ffordd mae'r cyngor yn gweithredu?
- A ydym ni wedi ystyried demograffeg ein cyngor a sut bydd hyn yn effeithio ar ddarparu gwasanaethau a chyllid yn y dyfodol?
- A ydych chi wedi adnabod ac ystyried y tueddiadau tymor hir a allai effeithio ar eich maes gwasanaeth, pa effaith allai'r tueddiadau hyn ei chael ar eich gwasanaeth/allai eich gwasanaeth ei gael ar y tueddiadau hyn, a beth sy'n cael ei wneud mewn ymateb?

*Cynllunio Ariannol*
- A oes gennym ni gynlluniau ariannol canolig a hirdymor cadarn yn eu lle?
- A ydym ni'n cysylltu cyllidebau â chynlluniau a chanlyniadau ac adrodd yn effeithiol ar y rhain?

*Gwneud arbedion a chynhyrchu incwm*
- A oes gennym ni'r strwythurau cywir ar waith i sicrhau bod ein dulliau effeithlonrwydd, gwelliant a thrawsnewid yn gweithio gyda'i gilydd i sicrhau'r arbedion mwyaf posibl?
- Sut ydym ni'n gwneud y mwyaf o incwm? A ydym ni wedi cymharu polisïau eraill y cyngor

i sicrhau'r incwm mwyaf posibl ac wedi ystyried yn llawn y goblygiadau ar ddefnyddwyr gwasanaeth?

- A oes gennym ni gynllun gweithlu sy'n ystyried capasiti, costau, a sgiliau'r gweithlu gwirioneddol yn erbyn y gweithlu a ddymunir?

*Cwestiynau i'w gofyn o fewn blwyddyn i'r penderfyniad:*
- A gafodd canlyniadau arfaethedig y cynnig eu cyflawni neu a oedd canlyniadau eraill?
- A oedd yr effeithiau wedi'u cyfyngu i'r grŵp yr oeddech chi ar y dechrau yn meddwl fyddai wedi cael ei effeithio h.y. pobl hŷn, neu a gafodd eraill eu heffeithio e.e. pobl ag anableddau, rhieni â phlant ifanc?
- A yw'r penderfyniad yn dal i fod y penderfyniad cywir neu a oes angen gwneud addasiadau?

**Cwestiynau i'r Pwyllgor ar ddiwedd y cyfarfod ...**

A oes gennym ni'r wybodaeth angenrheidiol i ffurfio casgliadau/i wneud argymhellion i'r pwyllgor gwaith, cyngor, partneriaid eraill?  Os nad oes, a oes angen i ni:

(i)  Ymchwilio i'r mater yn fwy manwl?

(ii)  Gael rhagor o wybodaeth gan dystion eraill - Aelod o'r Bwrdd Gweithredol, arbenigwr annibynnol, aelodau o'r gymuned, defnyddwyr gwasanaeth, cyrff rheoleiddio...

Cytuno ar gamau pellach sydd i'w cymryd o fewn amserlen/adroddiad monitro yn y dyfodol.

monmouthshire
sir fynwy

| SUBJECT: | The Use of Exclusions in Monmouthshire Schools in the Academic Year 2024/25 |
|---|---|
| MEETING: | Performance and Overview Scrutiny Committee |
| DATE: | 27th January 2026 |
| DIVISION/WARDS AFFECTED: ALL | |

## 1. PURPOSE:

1.1 The purpose of this report is to update members on the use of exclusions, both permanent (PEX) and fixed term (FTE), in Monmouthshire Schools during the last academic year 2024/25.

## 2. RECOMMENDATIONS:

2.1 It is recommended that members of the committee note the rates of exclusions that have taken place across Monmouthshire, and

- consider the factors that are driving the use of exclusions by schools,
- consider the wider interventions that are used to promote inclusive practice in schools, and to reduce the need for exclusions,
- consider the adequacy of actions to support schools and reduce the number of exclusions.

## 3. KEY ISSUES:

3.1 Data shows that both FTEs (see table 1 below) and PEXs (see table 2) continue to increase within schools along with a growing prevalence of behaviours of concern. It should be noted that these trends are also being observed regionally and across Wales.

3.2 It is a core ambition of Monmouthshire[1][2][3] to reduce the number of 'days lost' by learners to exclusions, especially for those from vulnerable groups including those who are eligible to free school meals (eFSM), those who are Children Looked after (CLA) and those who have additional learning needs (ALN).

3.3 Data indicates that, despite ongoing efforts to promote positive attendance and inclusion, exclusion rates for learners with ALN and those who are eFSM remain a concern.

3.4 It should be noted that the end of term data for summer term 2025 demonstrates that the levels of fixed term exclusions are beginning to reduce within our secondary schools.

3.5 A further consideration is the increased engagement of Local Authority officers within schools, which has contributed to a deeper understanding of Additional Learning Needs (ALN) and their potential association with social, emotional, and mental health (SEMH) needs. Consequently, ALN data may be influenced by this heightened awareness of SEMH-related issues.

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[1] Monmouthshire's Community and Corporate Plan (2022-28)
[2] Inspection report Monmouthshire County Council (Estyn, 2020)
[3] Equality Act 2010: Guidance (Gov UK)

## 4. BACKGROUND:

4.1 In May 2025, Estyn's thematic review[4] into promoting positive behaviour in secondary schools noted the national increase in fixed-term and permanent exclusions. Common behaviour issues identified by schools included persistent low-level disruption, acts of defiance and, to a lesser extent, physical confrontations. The report outlined how external factors such as the influence of social media and community-related issues have led to more complicated behaviours seen in schools.

4.2 In a survey[5] completed prior to the National Behaviour Summit held by Welsh Government in May 2025 nearly all respondents reported that the variety, range, magnitude and frequency of challenging or disruptive behaviours had increased since the pandemic. During the Summit it was recognised that there is a noticeable rise in behavioural issues nationally, post pandemic.

4.3 Since spring 2023 the Data Officer facilitates continued improvements in the capture and use of data around exclusions. This analysis of exclusion data enhances the dialogue of challenge and support with schools as well as the Inclusion Service planning and priorities.

4.4 The analysis of the reasons for exclusions and monitoring of pupil behaviour has led to themes being identified as priority areas, for example there has been a particular focus on improving understanding, awareness and confidence of school staff to recognise and respond to harmful sexual behaviour to improve timely and appropriate responses to enable pupils to return to school safely.

4.5 The use of exclusion frequently overlaps with the use of reduced timetables through Pastoral Support Plans (PSPs) and risk management processes. As part of the ongoing professional learning offer to all schools is a focus on enhancing the understanding of how to safely support learners where they present behaviours of concern that potentially put others at risk of harm, to seek to reduce exclusion.

4.6 ALNET[6] gives enhanced clarity that learners presenting with behaviours that challenge/ of distress may often need to be identified and supported as learners who have ALN relating to their social, emotional and mental health (SEMH) needs and therefore require additional learning provision (ALP). At times, schools and settings struggle to provide the ALP required to meet these needs, while keeping children and staff safe.

4.7 Financial pressures continue within our schools and settings, which can impact on the availability of support staff to meet the needs of pupils who present with behaviours that place them at risk of exclusion.

## 5. CURRENT SITUATION:

### 5.1 Fixed Term Exclusions (FTE):

5.2 The use of FTE continues to increase. For this academic year, school FTE were higher than in the previous two years.

| Instance of FTE & days lost | | | | | | |
|---|---|---|---|---|---|---|
| | 2022-23 | | 2023-24 | | 2024-25 | |
| | Instances | Days | Instances | Days | Instances | Days |
| **Primary** | 109 | 163.25 | 161 | 307.5 | 242 | 550 |
| **Secondary** | 930 | 1154.5 | 1649 | 2483 | 1956 | 2884.5 |
| **Total** | 1039 | 1317.25 | 1810 | 2790.5 | 2198 | 3434.5 |

*Table 1 Instance of Fixed Term Exclusions (FTE) and Days Lost*

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[4] Fostering mutual respect - promoting positive behaviours in secondary schools (Estyn, 2025)
[5] Behaviour Summit: Survey (Welsh Gov, May 2025)
[6] Additional Learning Needs and Education Tribunal (Wales) Act 2018

5.3    578 learners were excluded from Monmouthshire schools during the last academic year. Of these 95 were primary learners and 483 were secondary learners.

5.4    There was an increased number of learners 343 (59%) who received repeat exclusions (285 secondary learners and 58 primary learners).

5.5    Nearly all exclusions (97%) were for 5 days or fewer, with an average length of 1.5 days.

5.6    Whilst 40% of schools issued more exclusions in 2023/24 than the previous academic year, of our 31 primary schools, 14 (45%) issued no exclusions. It should be noted that 7 primary schools have not issued any exclusions over the three-year period.

5.7    However, within the primary schools that have issued FTEs, there is a similar emerging trend of an increase of FTEs over a three-year period. The table above highlights that during 2022/23; there were 109 FTEs gradually increasing to 242 during 2024/25.

5.8    In primary schools a significant rise in the number of FTEs relates to 'actual violence' against either an adult or a child.  This is also reflected in the violence at work forms submitted to the local authority from our schools.

5.9    There is a significant increase in FTE over time within secondary schools.  This is linked to the rise in persistent disruptive behaviour.  An analysis of the data has identified that two of our secondary schools use fixed term exclusions to a greater extent than others.

5.10   One secondary school's use of 'other' as a reason disguises overall themes.  In this one school, the use of 'other' appears to be linked to the high use of short-term FTEs for a range of incidents, such as dangerous behaviour, defiance, detention and lesson refusals.

5.11   **Permanent Exclusions (PEX):**

5.12   The table below shows the data relating to PEX in Monmouthshire schools.  There has been a significant increase in incidents where the thresholds for PEX have been met over the last two years.

| Instances where threshold for PEX has been reached and issued | | | |
|---|---|---|---|
| | **2022 -23** | **2023-24** *(rescinded PEX)* | **2024-25** *(rescinded PEX)* |
| **Primary** | 1 | 2 *(1)* | 0 *(9)* |
| **Secondary** | 9 | 20 *(14)* | 0 *(14)* |
| **Total** | 10 | 22 *(15)* | 0 *(23)* |

*Table 2 Instances of Permanent Exclusions (PEX) being issued*

5.13   All permanent exclusions come through Inclusion Panel which allows for multi-agency decision making about next steps and monitoring.  The interests of the learner are held central to ensure the appropriate support and intervention is in place for learners who have been issued with a PEX.  The increased use of managed moves to another school or the use of the Pupil Referral Service (PRS) for a period of intervention can mean that the PEX is rescinded.

5.14   During the academic year of 2024-25 there was a reduction in the number of PEX issued and all 23 PEX issued were rescinded.  Of these nine were in the primary phase and 14 in our secondary schools.  This highlights the increase in behaviours of challenge/ distress presented by younger pupils.

5.15   Where a learner with ALN has been permanently excluded, Headteacher's have worked closely with the LA to see whether more support can be made available or whether the additional learning provision outlined in the Individual Development Plan (IDP) can be changed and provided in a new school. Where this was possible the headteacher has rescinded the PEX.

5.16 The permanent exclusions referred to in this report were issued for reasons including serious actual or threatened violence against another learner or a member of staff, racist abuse, damage and drug and alcohol related offences.

## 6. THE INCLUSION SERVICE APPROACH TO MANAGING EXCLUSIONS:

6.1 The threshold for formal exclusion is set by Welsh Government[7]. The LA has a role to ensure the process for, and threshold of exclusions is upheld, and to monitor of the use of exclusion to ensuring that there is a parity of approach for schools and learners.

6.2 The decision to exclude a learner (for a fixed term or permanently) rests with the Headteacher, however there are often considerations including those relating to safeguarding, health and safety as well as individual learner needs in each instance. The Inclusion service offers support and challenge to schools about how they manage pupils' presenting with behaviour of challenge/ distress, and associated exclusions.

6.3 The improved understanding of the social, emotional and mental health (SEMH) needs of learners supports schools and officers to ensure early identification of barriers to learning and the application of a graduated response, and where appropriate to secure suitable additional learning provision.

6.4 Inclusion Panel ensure monitoring of learners where SEMH and exclusion is a factor. This is ensuring appropriate provision is in place for individual learners as well as greater awareness of the needs across our schools and the LA.

6.5 There is an enhanced focus on the use of managed moves as a potential alternative to permanent exclusion, where appropriate. This includes the support of the Inclusion service and monitoring by, the Inclusion Panel which, if appropriate, can provide some financial support through contingency funding.

6.6 Estyn highlighted[8] that the most successful schools have strong leadership of well-being and have a consistency in behaviour management practice and regular professional learning for teachers. Effective schools may also implement trauma-informed approaches to support pupils' emotional needs and carry out regular restorative practices.

6.7 In Monmouthshire, our support for schools aligns with this with a continued focus on preventative work which includes extensive multi-agency work around the development of trauma informed practice. This aims to increase the capacity of staff to build good relationships with all pupils, including those from vulnerable groups, to promote positive engagement and reduce the need/ risk of using exclusion by improving the reasonable adjustments to create enabling learning environments that better meet the needs of those learners with barriers to learning and ALN. For example, the Autism in Schools and Setting programme and other professional learning such as, managing exclusions; risk management planning; developing nurture provision; and exploring behaviour and managing distress, there is a focus on preventing issues from escalating.

6.8 There is Education Support Team (EST) and/ or Educational Psychology Service (EPS) support for primary learners with fixed term exclusions where there is a potential SEMH need. The co-constructed graduated response for learners with SEMH needs supports schools and the Pupil Referral Service (PRS) to address concerns around learner behaviour and ensures a more timely and appropriate response to pupil needs that aims to reduce the need for exclusion.

6.9 Despite this broad professional learning offer and support, the level of fixed term exclusion used in Monmouthshire schools continues to increase.

6.10 The Pupil Referral Service (PRS) continues to improve and has increased capacity. There is an enhanced staffing structure and improved learning environments across two Pupil Referral Units (PRUs) in the north and the south of the county. This has enabled the PRS

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[7] Exclusion from schools and pupil referral units (PRU) (Welsh Gov, 2024)
[8] Fostering mutual respect - promoting positive behaviours in secondary schools (Estyn, 2025)

to respond in more cases earlier to prevent permanent exclusion, by allowing for some pupils to receive input and interventions prior to a permanent exclusion, with the aim of successfully returning them to school.  The renewed focus of the PRS on reintegration into mainstream school led to eight pupils returning to school during this academic year.

6.11  For learners who have been permanently excluded or spent time in the PRS, there is Inclusion service support to enable positive transitions, to ensure any risk reduction planning or additional learning provision is in place.

6.12  The development of a new collaborative Inclusion Network, between LA and secondary schools, in response to the recommendations of the PRS review completed in 2023-24, will shape and monitor each school's own alternative provisions to meet the needs of pupils at risk of exclusion.  The LA invested in the four secondary schools to enable schools to respond in line with their cohort and contextual needs from September 2025.

6.13  Continued partnership working with health, children's services, the Youth Offending Service, the police and community partnership team continue to seek to address broader issues that may impact on learners' behaviour and exclusion from schools.  For example, the Home Office Grant to reduce serious violence in schools has been focused on intervention for learners who have displayed harmful sexual behaviours.

## 7.    KEY CONCERNS:

7.1  Reducing the level of exclusion and reducing barriers to learning for vulnerable pupils are key ambitions for Monmouthshire. This involves LA officers continuing to work with schools and settings to ensure they meet the wide range of individual pupil needs, including those vulnerable pupils who present with barriers to learning and ALN.

7.2  The continued increasing levels of exclusions from schools has a direct impact on the LA officers and services who support our schools, families and the pupils themselves.  The capacity to respond in a timely and appropriate way is impacted as the numbers of pupils excluded rise.

7.3  Maintaining the correct balance between the management of learner behaviours in school and the use of formal exclusion is a key aspect of the broad safeguarding obligations towards its staff, as well as the pupils, in schools.

7.4  School is a protective factor for many vulnerable learners, so the use of exclusion always needs careful consideration to ensure learners are not potentially at greater risk of harm when it is used.  For example, for some children who are looked after, the use of exclusion can place additional pressure on their home circumstances.

7.5  Learners who are excluded are more likely to be at risk of becoming Not in Employment Education or Training (NEET) at the end of compulsory schooling.  Through the Inclusion Network established during this academic year across the secondary schools and the PRS, there is an increasing level of collaboration with the Inspire service who support these learners.

## 8.    MOVING FORWARD:

8.1  The Inclusion Service will continue to offer professional learning opportunities in line with the expectation that schools should strive to meet educational, emotional, and developmental needs of learners, through inclusive practices and trauma-informed approaches[9].

8.2  There are many levels to the support and challenge to our schools and settings around exclusions.  This may include a meeting with the headteacher and chair of governors to review exclusion practices alongside other factors such as engagement with professional learning, exploration of the use of internal sanctions, reduced timetables, and Pastoral

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[9] National Behaviour Summit:  Behaviour in schools and colleges in Wales (Welsh Gov, 2025)

Support Plans. It could also involve analysing behaviour logs and risk assessments to evaluate current approaches and identify opportunities for improvement. In certain cases, the use of exclusion is a theme during the Team Around the School approach to supporting schools where concerns are identified, and improvements are not evident within a reasonable period.

8.3 Ongoing collaboration with multi-agency partners will continue to focus on preventing and managing exclusions in schools and settings. This will include continued representation, support, and challenge at school-based multi-agency meetings, as well as involvement in potential grant applications that could help schools strengthen early intervention and preventative strategies.

## 9 RESOURCE IMPLICATIONS:

9.1 This report is for scrutiny only and does not make any requests for additional resource. It is worth noting that working in a responsive manner to support schools to manage the increased levels of behaviours of challenge/ concern impacts across the Inclusion service.

9.2 LA officer capacity is increasingly under pressure due to rising demand for tasks such as supporting managed moves, the development of risk assessments, monitoring PSPs, and attending pupil disciplinary committee meetings. More recently our schools are reaching out for additional LA officer support in a proactive manner to ensure early intervention to prevent behaviours of concern escalating to the threshold for an exclusion. A substantial amount of LA officer time is allocated to support schools with risk management planning to support with complex behaviours of concern.

## 10 WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

10.1 The Inclusion Service has a particular focus on the needs of learners from vulnerable groups. They aim to work working preventatively, proactively and responsively, with others, to ensure inclusive, safe education for all learners as well as ensuring suitable education other than at school (EOTAS) for those who have been permanently excluded.

## 11 CONSULTEES:
Inclusion Team – 15th January 2026
CLSE DMT – 25th November 2025
Monmouthshire Headteachers

## 12 BACKGROUND PAPERS:
- See links in document.
- Previous paper for Performance and Overview Select Committee on 19th November 2024: 'The Use of Exclusions in Monmouthshire Schools in the Academic Year 2023/24'.

## 13 AUTHORS:
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Dr Morwenna Wagstaff, Head of Service: Inclusion,
MorwennaWagstaff@Monmouthshire.gov.uk

# Inclusion Service Acronym Guide

| | |
|---|---|
| **ALNET** | Additional Learning Needs and Education Tribunal (Wales) Act 2018 |
| **ALN** | Additional Learning Needs |
| **ALNCo** | Additional Learning Needs Coordinator |
| **ALP** | Additional Learning Provision |
| **CAMHS** | Child and Adolescent Mental Health Service |
| **CLA** | Child /Children Looked After |
| **CLSE** | Children Learning Skills and Economy directorate |
| **DDA** | Disability Discrimination Act |
| **DMT** | Directorate Management Committee |
| **EBSA** | Emotionally Based School Avoidance |
| **eFSM** | Eligible for Free School Meals |
| **EHE** | Elective Home Education |
| **ELSA** | Emotional Literacy Support Assistant |
| **EOTAS** | Education Other than at School |
| **EP** | Educational Psychologist |
| **EPS** | Educational Psychology Service |
| **EST** | Education Support Team |
| **FTE** | Fixed Term Exclusion |
| **IDP** | Individual Development Plan |
| **LA** | Local Authority |
| **NEET** | Not In Employment Education or Training |
| **PEX** | Permanently Excluded |
| **PHP** | Positive Handling Plan |
| **PRS** | Pupil Referral Service |
| **PRU** | Pupil Referral Unit |
| **PSP** | Pastoral Support Plan |
| **RA** | Risk Assessment |
| **SEMH** | Social, Emotional and Mental Health |
| **SRB** | Specialist Resource Base |
| **TA** | Teaching Assistant |
| **TAS** | Team Around the School |
| **VLL** | Vulnerable Learner Lead |
| **YOS** | Youth Offending Service |

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|---|---|
| **SUBJECT:** | The School Health Research Network (SHRN) Student Health and Wellbeing Survey |
| **MEETING:** | Performance and Overview Scrutiny Committee |
| **DATE:** | 27th January 2026 |
| **DIVISION/WARDS AFFECTED:** All | |

## 1. PURPOSE

Following the meeting on 29th April 2025 Performance and Overview Scrutiny Committee Members requested further information in relation to the School Health Research Network (SHRN) student health and wellbeing survey and insights into how the data is utilised in Monmouthshire.

## 2. BACKGROUND

2.1 The School Health Research Network (SHRN) is Wales' national, biennial school health surveillance and improvement system that engages all maintained secondary schools in Wales and is expanding across primary.  Founded in 2013, it is a policy practice research partnership between Welsh Government, Public Health Wales and Cardiff University that provides robust pupil reported, school level data to participating schools across Wales.[1]

2.2 Pupil participation is voluntary and all data in anonymised. Parents / carers receive survey information that emphasizes confidentiality and the option to skip survey questions. At a national level data is used as part of research and data-linkage processes allow anonymous linkage for approved research, enabling longitudinal insights.

### 2.3 Secondary Schools

At Local Authority (LA) level, Public Health Wales (PHW) now provides an interactive dashboard [2] with national and LA secondary school data and a 2017–2023 time series across the following health topics:

- Physical Activity and Diet
- Mental Health and Wellbeing
- Substance Use and Gambling

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[1] School Health Research Network
[2] SHRN Data Dashboard - Public Health Wales

- Sex and Relationships
- School Life
- Friendships and Bullying
- General Health

Since 2023, the dashboard has replaced the national reports for secondary school data at LA and National levels.

## 2.4 Primary Schools

Since 2021, the survey has extended into primary schools for pupils in years 3 – 6. National findings from The SHRN Student Health and Well-being Surveys in Primary Schools can be found on the SHRN website [3]. 50,000 pupils across Wales participated in 2024 survey. LA level data is available via a report and participating schools receive their ow individual data report.

Primary School Reports include data on the following health topics:

- Health Protective Behaviours
- Vaping
- Emotional and Mental Well-being
- School Connectedness
- School Transition
- Bullying
- Screen Use and Social Media


## 3.  HOW SHRN IS USED IN MONMOUTHSHIRE

### 3.1 Participation Rates

- All 4 secondary schools are fully engaged and participating. ≥80% pupils participation in 2023
- 27 out of 30 primary schools participated in the 2024 survey (1 school was not eligible)
- The survey is currently not available for students attending Pupil Referral Units

### 3.2 Schools

School wellbeing leads analysis their SHRN data to identify key areas for development. Secondary schools track their SHRN data over previous surveys from 2017 to present. Through analysis schools:

- develop action plans
- review curriculum planning
- develop whole school actions
- review relevant policies

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[3] National Data and Reports - The School Health Research Network

**Secondary School Example** – An overview of one secondary school's response to their 2023 SHRN survey.

**Curriculum Review to Include**:

- resilience, positive psychology, and emotional regulation, stress management strategies and mindfulness techniques.
- targeted lessons on sleep hygiene, the impact of screen time, and healthy digital habits.
- ensured learning around healthy friendships, digital citizenship, and the importance of offline social interaction is embedded.

**Whole School Action to Promote Wellbeing and Positive Relationships**

- Implemented weekly tutor time check-ins and wellbeing journals to help students reflect on their emotional wellbeing.
- Launched a staff training programme on active listening and trauma-informed approaches to enhance student-staff relationships.
- Refreshed our Anti-Bullying Policy, with a specific focus on digital behaviours; composed with our Student Equity group.

**Student Engagement**

- Established a Student Leadership Team that meets fortnightly to feed into policy and curriculum planning, ensuring learners feel heard and valued.
- Recruited designated Sixth Form Wellbeing Ambassadors to act as a peer liaison for support.
- Promoted peer-led initiatives, including "buddy schemes" and safe online interaction workshops.

**Working with Families**
- Collaborated with parents through newsletters and information evenings about setting boundaries around devices and sleep routines.

**Impact**
- Termly student surveys show increased positive self-reporting on happiness, feeling safe and confidence levels.

## 3.3 Cluster Level

Cluster School Wellbeing Leads share their SHRN priorities to identify collaborative areas for development and share effective practice. Regular meetings and structured reflection help well-being leads interrogate reports, triangulate with other school level evidence to embed priorities within action plans / school development plans.

**Cluster Example** - Promoting Physical Activity and Reducing Sedentary Behaviour

**Issue Identified**

SHRN data revealed a decline in physical activity levels, particularly among girls, - alongside a rise in sedentary behaviours (any activity involving low energy expenditure in a sitting, reclining, or lying posture).

**The SHRN Student Health and Well-being Survey 2023: Local Authority Report for Monmouthshire County Council**

**Food and Fitness: Physical Activity Section**

Sedentary Behaviour - Learners who usually spend 7 or more hours of their free time on a

Outside School Hours - Learners who exercise vigorously outside of school time at least four times a week.
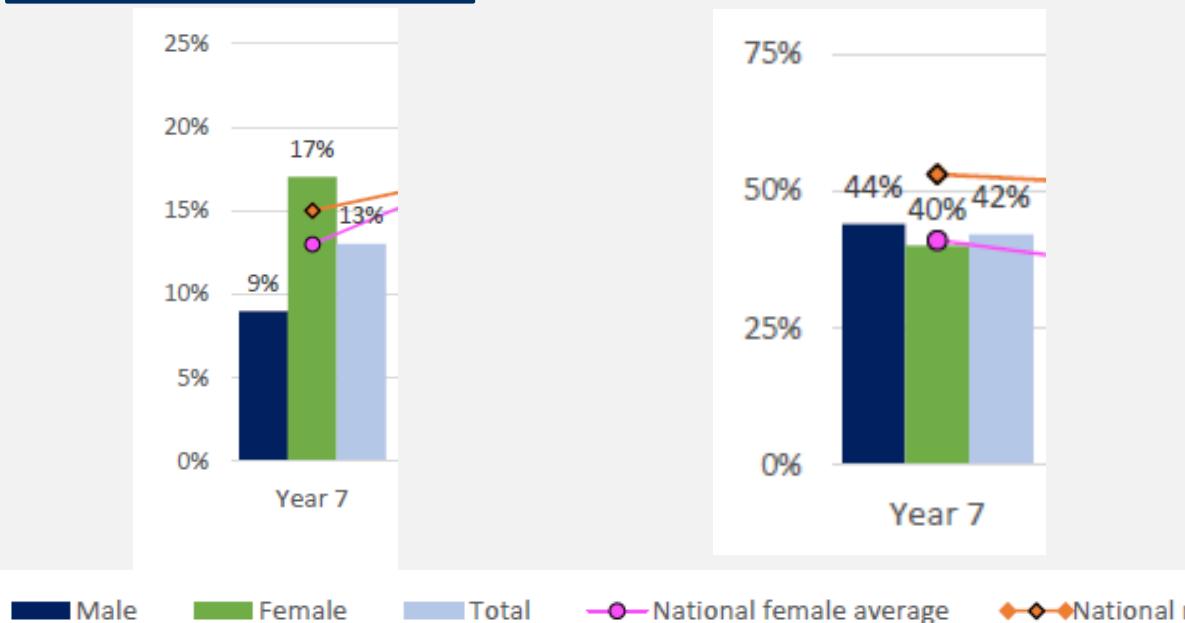


**Actions Implemented:**

- **Collaboration** with local sports development officers to compile and distribute lists of local clubs and activities.
- **Promotion of after-school physical activity** through cluster-wide sports events and friendly competitions.
- **Integrated physical activity planning** into the annual school calendar to ensure consistent delivery.

**Impact**:

- **Increased learner participation** in physical activities across the cluster.
- **Strengthened partnerships with local sports providers**, enhancing community engagement and access to opportunities.

A case study of Monmouthshire's approach to using SHRN data is available from the SHRH website here.

### 3.4 LA Level

The Wellbeing in Schools Partnership Group works with a range of stakeholders, including school representatives, to co-construct and implement a LA wellbeing action plan for schools. The partnership uses SHRN alongside other evidence to set priorities and coordinate delivery across schools and services.

**LA Example from the Wellbeing in Schools Partnership Group**

**Issue Identified**
Analysis of the secondary SHRN 2023 data via the dashboard identified a falling trend in the percentage of Monmouthshire students reporting eating breakfast every week day by age. The data includes 11-16 year olds who answered that five days out of five they have more than a glass of milk or fruit juice for breakfast.

**Reported eating breakfast every weekday, percentage, persons, aged 11-16, multiple year groups, Wales, 2023**
Produced by Public Health Wales, using SHRN data

├──┤ 95% confidence interval | Wales, 2023

| | Percentage |
|---|---|
| Year 7 | 54.3 |
| Year 8 | 47.2 |
| Year 9 | 43.8 |
| Year 10 | 39.9 |
| Year 11 | 39.2 |
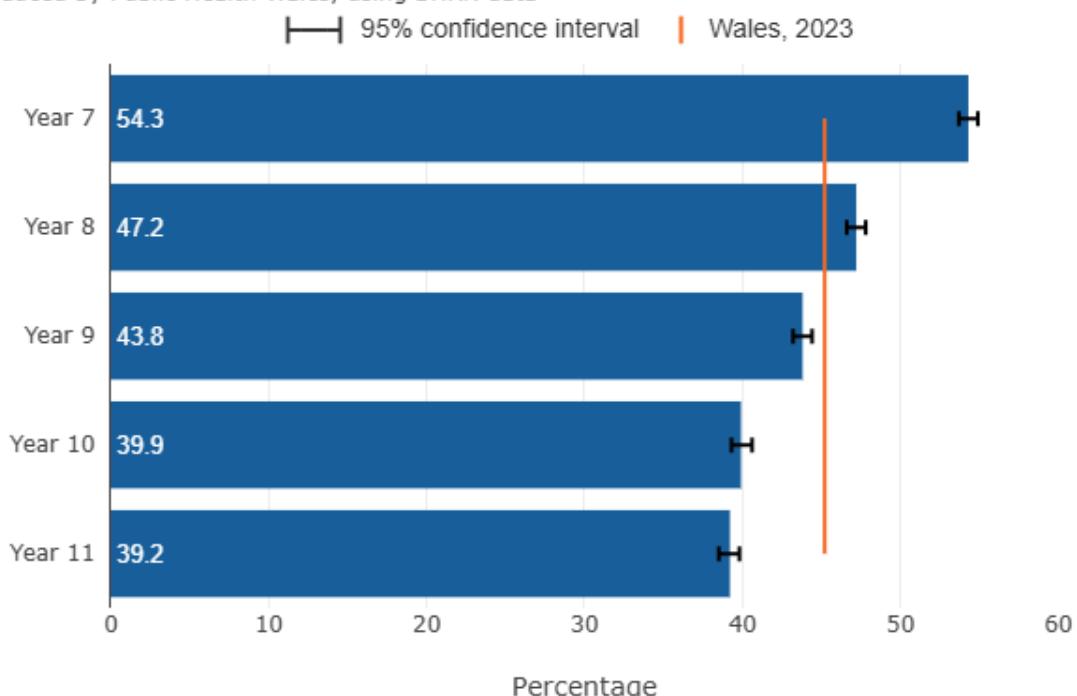
The SHRN survey also uses the Health Behaviour in School-aged Children (HBSC) Family Affluence Scale (FAS) to estimate young people's socio-economic status. An affluence score result is calculated using five out of the possible six affluence results. Monmouthshire 2023 data also shows a falling trend in the percentage of students eating breakfast on weekday in low affluence families.

**Reported eating breakfast every weekday, percentage, persons, aged 11-16, low, middle and high Family Affluence Scale (FAS) scores, Wales, 2023**

Produced by Public Health Wales, using SHRN data

⊢——⊣ 95% confidence interval    | Wales, 2023

| | |
|---|---|
| High | 50.3 |
| Middle | 41.3 |
| Low | 35.0 |

Percentage
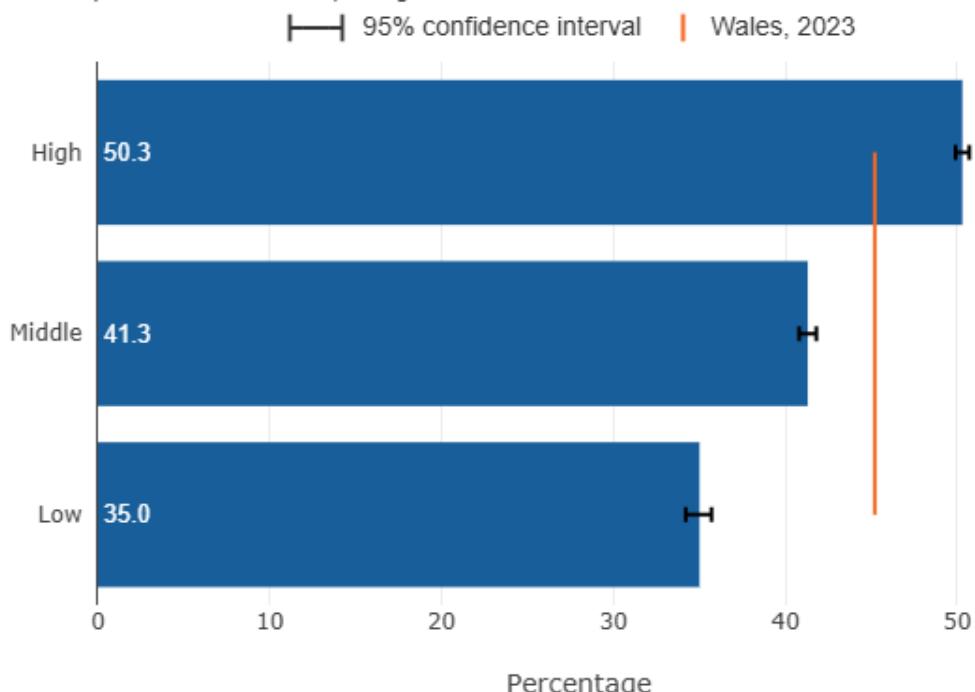
**Action**
The Wellbeing in School Partnership Group identified a small grant to be utilised by the four secondary schools to provide breakfast provision for vulnerable learners during academic year 2025/6.

**Impact**
Initial feedback from schools is positive. An evaluation will be provided at the end of the academic year.

## 4. LINKS TO WELSH POLICY AND INSPECTION

4.1 SHRN underpins high-priority Welsh policy, including the Whole-School Approach to Emotional and Mental Well-being (2021) [4] that sets an expectation that schools and LAs use evidence (like SHRN) for planning and evaluation.

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[4] WG42005

4.2 Estyn emphasises strong participation, share findings with pupils and staff and plan for improvement in priority areas as characteristics of effective schools, reflected in Healthy and Happy: School impact on pupils' health and wellbeing report (2019).[5]

4.3 SHRN provides schools with year and gender level data on a thematic basis and it is important that this is used alongside other qualitative and quantitative pupil level data in order to understand the needs of pupils in their school and to respond to Welsh Policy.

## 5. CHALLENGES

5.1 Continuing to maintain high levels of engagement by schools when:

- Logistical challenges for secondary school pupils to participate in the survey
- The delay in schools receiving their individual reports after survey completion
- Capacity for school colleagues to interrogate the data, develop and implement actions

5.2 The delay in the primary LA report and capacity for LA colleagues to interrogate data and implement actions.

## 6. RESOURCE IMPLICATIONS

6.1 This report is for scrutiny only and does not make any requests for additional resource.

## 7. RECOMMENDATIONS

7.1 Endorse the continued use and resourcing of SHRN across schools and clusters; support time for staff engagement with the data; and note the plan to broaden primary participation and strengthen monitoring of impact.

## 8. CONSULTEES

8.1 CLSE DMT – 19th January 2026

## 9. BACKGROUND PAPERS
9.1 See links in document.

## 10. AUTHOR

Emma Taylor, Healthy Settings Lead

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[5] Healthy and happy – school impact on pupils' health and wellbeing

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| | |
|---|---|
| **SUBJECT:** | **Strategic Risk Assessment** |
| **MEETING:** | **Performance and Overview Scrutiny Committee** |
| **DATE:** | **27th January 2026** |
| **DIVISIONS/WARDS AFFECTED: All** | |

**1. PURPOSE:**

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

**2. RECOMMENDATIONS:**

2.1 That members scrutinise, on an on-going basis, the risk assessment and responsibility holders to ensure that strategic risks have been appropriately identified and risk is being appropriately managed.

2.2 That members use the risk assessment to inform the future work programme of the committee and brief chairs of other committees where issues are of relevance to their work.

**3. KEY ISSUES:**

3.1 The strategic risk management process ensures that strategic risks are identified and monitored by the authority; Risk controls are put in place that 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 and risk assessment 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.

3.3 Strategic risks covered by the assessment are typically risks which could significantly jeopardise the council's ability to achieve its objectives, statutory plans and/or provide operational services as planned. The risk assessment only covers high and medium level strategic risks. Lower level or operational risks are not registered unless they are projected to escalate within the three years covered. The strategic risk assessment should continue to focus on medium term risks to service delivery.

3.4 Appendix 1 provides the latest strategic risk register for the council. The assessment is a detailed document. Any significant changes or updates made to each risk can be found in the 'key changes' column in the summary table at the start of the full register. 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 is a live document and is continually updated based on the latest evidence. This will include adjusting the focus, detail and risk levels of risks where necessary. Some key changes made in the last six months can be found below:

- An amendment to the wording of risk 1b to reflect the lack of political majority in the council and to ensure accuracy.
- An amendment to the wording of risk 3 to reflect the risk related to infrastructure and assets due to limited capital budgets.
- A refocusing of risk 10, relating to the progress of the Replacement Local Development Plan, following endorsement of the Deposit Plan at Council in October.

3.5 Cabinet agreed an updated Strategic Risk Management Policy in June 2024, including the further definition of the council's risk appetite. A period of transition in implementing the policy was agreed to allow the council time to strengthen arrangements in line with the revised policy. Arrangements have now been developed to implement the requirements of the policy. These are:

- The requirement and responsibilities to consistently produce directorate risk registers.

- The definition of the Council's risk appetite, using a 'risk appetite range' for various categories of risk that are based on organisational activity.
- Updates to the strategic risk register, including the addition of risk categories, appetite levels, treat/tolerate categories and target risk scores
- A developed risk radar, appendix 2, outlining some of the potential risks that Monmouthshire may face over coming years

3.6 An overview of the strategic risk register was presented to Governance and Audit Committee on the 27th November 2025 to fulfil the committee's role of assessing the effectiveness of the authority's risk management arrangements. The strategic risk assessment was also presented to Cabinet on the 10th December 2025 to provide members with an opportunity to review the strategic risk assessment and assess whether it provides a realistic and evidenced appraisal of the strategic risks facing the authority over the next three years. Feedback from committees is continuously considered in the update of the strategic risk register and implementation of the policy. Any key conclusions will be shared with Cabinet.


## 4. REASONS:

4.1 To provide timely, relevant information on strategic risks and the strategic risk management process 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:

Richard Jones, Performance and Data Insight Manager
Hannah Carter, Performance Officer


## 6. CONTACT DETAILS:

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E-mail: hannahcarter@monmouthshire.gov.uk

**Monmouthshire County Council Whole Authority Strategic Risk Assessment - summary**

| Ref | Potential Risk | Risk Level (score) – Pre mitigation | Risk Level (score) – Post mitigation | Target risk score | Key changes |
|---|---|---|---|---|---|
| **Risks to resources** | | | | | |
| 1 | Potential risk that: Financial pressures and increased complexity of demand for services, impacts 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 | 2025/26 – High (12) 2026/27 – High (12) 2027/28 - High (12) | 2025/26 – Medium (8) 2026/27 – Medium (8) 2027/28 - Medium (8) | Medium (8) | A full review of progress made in achieving organisational objectives during 2024/25 in the form of a self-assessment report was presented to Council in September. |
| 1b | Potential risk that: The absence of a political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects | 2025/26 – High (12) 2026/27 – High (12) 2027/28 - High (12) | 2025/26 – Medium (9) 2026/27 – Medium (9) 2027/28 - Medium (9) | Medium (9) | The wording of this risk has been amended to reflect the lack of political majority in the Council and to ensure accuracy. |
| 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 | 2025/26 – High (16) 2026/27 – High (16) 2027/28 - High (16) | 2025/26 – High (12) 2026/27 – High (12) 2027/28 - High (12) | High (12) | A 25/26 revenue budget update presented to Cabinet in November notes an overall revenue budget surplus forecast of £29k, a significant improvement of £1.323m since the previous update. |
| 3 | Potential risk that: Some infrastructure and assets may become inoperative in the medium term due to insufficient capital funding available to sustain the level of maintenance needed. | 2025/26 – High (16) 2026/27 – High (16) 2027/28 – High (16) | 2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12) | High (12) | The wording of this risk has been amended to ensure the link between capital funding and budgets and the operation and maintenance of infrastructure and assets is clear. |
| 4 | Potential risk that: Difficulty recruiting for some posts that require specific skills or qualifications and continued wage inflation will impact the organisation's retention and workforce planning which may affect the delivery of Council services | 2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12) | 2025/26 – Medium (8) 2026/27 – Medium (8) 2026/27 – Medium (8) | Medium (6) | The People Strategy was approved in May 2024 which sets out a range of commitments and activity to mitigate this risk, including a focus on improving recruitment processes and ensuring retention of talent. |
| | Potential risk that: Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services | 2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12) | 2025/26 – Medium (8) 2026/27 – Medium (8) 2027/28 - Medium (8) | Medium (8) | A range of mitigating actions continue to be undertaken to mitigate this risk. |
| **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 | 2025/26 – Medium (8) 2026/27 – Medium (8) 2027/28 - Medium (8) | 2025/26 – Medium (8) 2026/27 – Medium (8) 2027/28 - Medium (8) | Medium (8) | The most recent Annual Safeguarding Evaluation Report was presented to Scrutiny in September 2025. The report evaluates the progress of the Council's key safeguarding priorities during 2024/25, highlighting progress, identifying risks and setting out actions and priorities for 2025/26. |
| 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 and complexity of cases | 2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12) | 2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12) | Medium (8) | A Placement Development Strategy update was presented to scrutiny in April. This outlines progress in meeting objectives including the development of four additional children's homes/supported accommodation. |
| 8 | Potential risk that: Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to high demand and complexity of cases | 2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12) | 2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12) | Medium (8) | A whole authority preventative strategy, the 'Living-Well Strategy', has been approved by Cabinet. This strategy aims to implement preventative action to support residents, to live a healthy life, enabling them to remain at home and in their communities. |
| 9a | Potential risk that: Failure to return attendance figures to those seen before the pandemic, particularly among vulnerable pupils and those eligible for free school meals, could lead to a worsening in educational attainment | 2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12) | 2025/26 – Medium (8) 2026/27 – Medium (8) 2027/28 - Medium (8) | Medium (8) | Work continues to support schools and learners to increase attendance levels. Training has been undertaken with schools to increase awareness of drivers of low attendance. |

| | | | | | |
|---|---|---|---|---|---|
| 9b | Potential risk that:<br>An increase in behaviours that challenge in schools which may lead to harm to a pupil or member of staff | 2025/26 – High (12)<br>2026/27 – High (12)<br>2027/28 – High (12) | 2025/26 – High (12)<br>2026/27 – High (12)<br>2027/28 – High (12) | Medium (8) | A range of action is being undertaken to mitigate this risk, including the work of the Education Support Team which has enabled those learners most at risk of repeat Fixed Term Exclusions (FTE) or of Permanent Exclusions (PEx) to receive support from specialist professionals. |
| **Risks to policy priorities** | | | | | |
| 10 | Potential risk that:<br>Welsh Government/PEDW does not find the Replacement Local Development Plan sound or Council do not adopt the RLDP 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 | 2025/26 – High (12)<br>2026/27 – High (12)<br>2027/28 – High (12) | 2025/26 – High (12)<br>2026/27 – High (12)<br>2027/28 – High (12) | Medium (8) | This risk has been refocused following the endorsement of the Deposit Replacement Local Development Plan by Council in October. The Deposit Plan will now be subject to public examination from Welsh Government and Planning and environment Decisions Wales (PEDW). |
| 11a | Potential risk that:<br>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 | 2025/26 – High (12)<br>2026/27 – High (12)<br>2027/28 – High (12) | 2025/26 – High (12)<br>2026/27 – High (12)<br>2027/28 – High (12) | Medium (9) | Work has been progressed to develop an understanding of the scale of the change needed in striving to collectively become net zero. A costed decarbonisation plan and survey for the Council's built estate have been completed. This will provide the council with a sound understanding of the funding needed to implement change. |
| 11b | Potential risk that:<br>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 | 2025/26 – High (16)<br>2026/27 – High (16)<br>2027/28 – High (16) | 2025/26 – High (12)<br>2026/27 – High (12)<br>2027/28 – High (12) | Medium (8) | A range of action is being undertaken to mitigate this risk, including the development of an updated flood risk management strategy. |
| 12 | Potential risk that:<br>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 | 2025/26 – High (12)<br>2026/27 – High (12)<br>2027/28 – High (12) | 2025/26 – Medium (8)<br>2026/27 – Medium (8)<br>2027/28 – Medium (8) | Low (4) | Rapid rehousing is facilitating increased resource into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. |

**Monmouthshire County Council Whole Authority Strategic Risk Assessment**

**Risks to resources**

| Ref & Status | 1 | Risk | Potential Risk that:<br>Financial pressures and increased complexity of demand for services, impacts 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. | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | Paul Matthews (Chief Executive) and Cllr Mary Ann Brocklesby (Leader) | **Strategic objective & Scrutiny Committee** | All<br><br>All | **Risk category and appetite level** | Strategic<br><br>Cautious | **Terminate/treat/ transfer/tolerate** | Treat | |

| **Reason why Identified** |
|---|
| The council has an agreed Community & Corporate Plan 2022-28 that contains six well-being objectives which focus on the longer-term future of the county and aims to address complex challenges, in line with the requirements of the Well-being of Future Generations Act. The objectives include a focus on equality, climate change, economy and skills, housing, care and support and learning. The Council is facing significant budget pressures and increasing complexity in demand for its services. The contemporary policy challenges that need to be addressed, working with communities, are complex and evolving. The immediate pressures the council is facing risks impacting on the ability and resources to deliver the longer-term objectives in the plan and meeting the requirements on the Act. |

| **Risk Level (Pre-mitigation)** | | | | | **Risk Level (Post-mitigation)** | | | | | **Target risk score** |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Likely | Major | High | 12 | 2025/26 | Possible | Major | Medium | 8 | |
| 2026/27 | Likely | Major | High | 12 | 2026/27 | Possible | Major | Medium | 8 | Medium (8) |
| 2027/28 | Likely | Major | High | 12 | 2027/28 | Possible | Major | Medium | 8 | |

| **Mitigating Actions** | | |
|---|---|---|
| **Mitigating Action** | **Responsibility Holder & Timescale** | **Mitigation action progress** |
| Regularly review progress made in implementing the commitments of the community and corporate plan, ensuring resource is targeted in the most pertinent areas | Strategic Leadership Team<br><br>Six Monthly (December 2025 & June 2026) | A full review of progress made in achieving organisational objectives is completed annually in the form of a self-assessment report. This is developed based on a range of evidence from across the organisation. The assessment of progress made during 2024/25 was presented to Council in September.<br><br>A six-month progress report on the delivery of the community and corporate plan is also prepared following Q2 of each financial year. This provides a regular review of progress made in implementing the commitments made in the plan and facilitates targeted activity and intervention in areas requiring further development. This also includes an update on measures contained within the revised measured framework, which was approved by Cabinet in September 2024, ensuring an increased focus on outcomes. The next progress update will be presented to Cabinet in December 2025. |
| Review the progress of the Enabling Strategies which support delivery of the community and corporate plan to ensure alignment of resources with policy priorities | Enabling Strategy lead officers.<br><br>Annually (July 2026) | The enabling strategies which support the delivery of the community and corporate plan have now been updated. These include: the People Strategy, Medium Term Financial Strategy, Asset Management Strategy, Socially Responsible Procurement Strategy and Digital and Data strategy. These will be subject to an annual review, as outlined in each strategy, to evaluate progress and ensure they continue to support delivery of the community and corporate plan. A composite report including the annual review of each strategy was presented to Performance and Overview Scrutiny Committee in July 2025. |
| Strengthen medium to long term strategic financial planning as part of the Medium-Term Financial Plan and adapt to reflect the global uncertainty on public finances | Deputy CEX/Chief Officer, Resources<br><br>Ongoing | The Medium-Term Financial Strategy (MTFS) was approved by Council in July 2024. This strategy provides the strategic framework for the Medium-Term Financial Plan (MTFP), and a set of key principles to guide medium term financial planning. These two together form the link between the council's long-term policy objectives and its financial capacity. As part of the development of the strategy, a delivery plan has been established, which sets out clear timescales for completion; this is monitored regularly by Cabinet and Performance and Overview Scrutiny Committee.<br><br>The Council's evolving programme of change, underpinned by strong financial governance, provides the strategic framework through which services will be reshaped to meet resident needs within available resources. This programme is not simply a response to financial pressures but also a proactive effort to modernise and improve outcomes. To maximise its impact, there is a requirement for coordination and discipline to how this work is captured, aligned, and reported. Doing so will help create a more coherent and connected picture of the overall programme, even though different elements are at varying stages of development. |
| Engage with communities to understand challenges and opportunities from their perspective including participation of residents and service users | Strategic Leadership Team<br><br>Ongoing | The Council has undertaken a range of assessments and research to understand well-being in the county including the well-being assessment, population needs assessment, and research for the Replacement Local Development Plan (RLDP). These were used to inform the development of the Community and Corporate Plan. |

An annual resident's survey is undertaken to understand resident's views on their local area and council services. The results are analysed and used to evaluate progress with the community and corporate plan and inform future decision making in the council. An annual consultation exercise on the proposed budget is also undertaken in January/February of each year.

The involvement and participation of and engagement with Monmouthshire's community groups, public service partners, service users and residents continue to be strengthened to help further understand experiences in the County.

| Ref & Status | 1b | Risk | Potential Risk that:<br>The absence of a political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | | Paul Matthews (Chief Executive) and Cllr Mary Ann Brocklesby (Leader) | **Strategic objective & Scrutiny Committee** | All<br><br>All | | **Risk category and appetite level** | Strategic, Service Delivery<br><br>Cautious | **Terminate/treat/ transfer/tolerate** | Tolerate |

**Reason why Identified**

The local elections of May 2022 resulted in no political party having overall control of the Council. The Labour party was the largest party and formed a new cabinet without an overall majority. The lack of a majority Council has resulted in a politically unstable council, which has had a significant effect on the speed of the organisation's decision making and the ability to implement policy change. A coalition agreement has subsequently been reached between the Labour party and the Green party, however this isn't enough to form an overall majority. The democratic process has seen some decisions be subject to call-in which can cause uncertainty in some projects.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Almost certain | Substantial | High | 12 | 2025/26 | Likely | Substantial | Medium | 9 | |
| 2026/27 | Almost certain | Substantial | High | 12 | 2026/27 | Likely | Substantial | Medium | 9 | Medium (9) |
| 2027/28 | Almost certain | Substantial | High | 12 | 2027/28 | Likely | Substantial | Medium | 9 | |

| Mitigating Actions | | |
|---|---|---|
| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
| Undertake pre-decision scrutiny on relevant decisions | Chief Officer Law & Governance and Chief Officer People, Performance & Partnerships<br><br>Ongoing | Each scrutiny committee has an established forward plan. This is shared regularly with department management teams to seek their input on items that will require scrutiny. A number of special meetings have been held to ensure decisions are scrutinised in advance of decisions. There is a need to improve the timeliness of completion of the forward plan to ensure appropriate time can be allocated by scrutiny committees to forthcoming decisions. |
| Utilise members seminars and scrutiny workshops to engage and involve all councillors in the development of policy | Chief Officer Law & Governance and Chief Officer People, Performance & Partnerships<br><br>Ongoing | Members seminars are being used to share developments and involve councillors on significant forthcoming decisions. Recent seminars include on Homesearch and Culture Strategy.<br><br>Scrutiny workshops are held to seek councillors' involvement in the development of proposals. These have included the review of primary school catchments and Gypsy and Traveller needs assessment. |
| Maintain a fully populated forward work planner of Cabinet and Council business | Chief Officer Law & Governance<br><br>Ongoing | An established forward work planner for cabinet and Council business is available to all councillors and is a standing item on the agenda of scrutiny committees to inform their own work programme. There is a need to improve the timeliness of completion of the forward plan to ensure all interested parties are sighted as early as possible on planned decisions being brought forward. |

| Ref & Status | 2 | Risk | Potential Risk that:<br>Some services will become financially unsustainable in the short to medium term in their current form due to increasing demand and continuing financial pressures | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | | Peter Davies (Deputy Chief Executive) and Cllr Ben Callard (Cabinet Member for Resources) | **Strategic objective & Scrutiny Committee** | All<br><br>All | | **Risk category and appetite level** | Service Delivery<br><br>Cautious | **Terminate/treat/ transfer/tolerate** | Treat |

**Reason why Identified**

Councils across the UK are continuing to face significant financial challenges. It is widely acknowledged that local government funding has not kept pace with increased service demand and inflationary pressures. The Council has seen continuing financial headwinds which are severely impacting the service operating environment. The Inflationary drivers impacting pay, supplies and services continue to far outstrip available resources: demand led pressures continue

to increase in the areas of Homelessness, Social Care, Children's additional learning needs, and Transport; interest rates remain significantly higher than seen in previous years; the Council continues to deal with a shortage of staff resources due to ongoing labour market challenges which require the use of more costly temporary solutions; supply chain issues continue which require more costly alternative or expedited arrangements. This will be further exacerbated over the medium term by a weak growth forecast in the UK economy impacting on public sector spending, the destabilising effects on the UK economy of trade tariff imposed by the USA, and by heightened interest rates that will impact housing costs. All the aforementioned results in a growing need for supportive Council services, a reduced demand for income generating services, increased risks around debt recovery, and a continued high-cost operating environment.

Current modelling predicts a continuously increasing budget deficit, despite a higher than expected increase in Welsh Government funding, with a projected cumulative shortfall of £37.4m by 2029/30. The Council has a legal duty to set a balanced budget and therefore any budget shortfalls will need to be met through a combination of pressures being mitigated, additional savings and income or reserve contributions. This will be particularly challenging set against the backdrop of an ambitious Corporate and Community Plan being implemented.

A continuation of challenges seen during the pandemic has meant that an increasing number of our schools are experiencing budget deficits. The overall level of school reserves are currently forecast to move further into deficit by £2,970,000 by the end of the 2025/26 financial year, to a collective deficit balance of £7,061,000.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Almost certain | Major | High | 16 | 2025/26 | Likely | Major | High | 12 | |
| 2026/27 | Almost certain | Major | High | 16 | 2026/27 | Likely | Major | High | 12 | High (12) |
| 2027/28 | Almost certain | Major | High | 16 | 2027/28 | Likely | Major | High | 12 | |

| Mitigating Actions | | |
|---|---|---|
| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
| Ensure that services deliver within budget, deliver savings targets and continue to identify, review and challenge pressures | Deputy CEX/Chief Officer, Resources<br><br>Ongoing | A 25/26 revenue budget update presented to Cabinet in November notes an overall revenue budget surplus forecast of £29k, a significant improvement of £1.323m since the previous update. The improvement is primarily driven by changes in Social Care where the ability to maximise the impact of grant funding to meet core expenditure has benefited the forecast. This update also forecasts a 90.4% delivery rate of the £10.7m budgeted service savings required for the year, a deterioration since the previous update.<br><br>Despite the improved position in the overall budget, pressures remain within services, including Adults and Children social care and Housing and homelessness. Work will continue to deliver on the structured approach to tackling the underlying cost pressures, with particular importance assigned to tackling costs which have the ability to be recurrent for 2026/27 and beyond. |
| Develop a set of budget proposals for 2026/27 | Deputy CEX/Chief Officer, Resources<br><br>March 2026 | A Medium Term Financial Plan update was presented to Cabinet in November. This provides an update on the budget setting process for 26/27. Final pressure and savings mandates will be developed in coming months ahead of the development of the draft revenue and capital budgets in January 2026. Proposals will be finalised in March 2026 following public consultation and scrutiny. |
| Strengthen medium to long term strategic financial planning as part of the Medium-term financial plan, that is based on realistic evidence and planned scenarios, to guide our budget setting in line with agreed strategic objectives and responsiveness to challenges, such as the cost-of-living | Deputy CEX/Chief Officer, Resources<br><br>Ongoing | The Medium-Term Financial Strategy (MTFS) was approved by Council in July 2024. This strategy provides the strategic framework for the Medium-Term Financial Plan (MTFP), and a set of key principles to guide medium term financial planning. These two together form the link between the council's long-term policy objectives and its financial capacity. As part of the development of the strategy, a delivery plan has been established, which sets out clear timescales for completion; this is monitored regularly by Cabinet and Performance and Overview Scrutiny Committee as part of six-monthly MTFP updates.<br><br>The authority's budget modelling assumptions are reviewed and updated regularly. The latest Medium Term Financial Plan (MTFP), presented to Cabinet in November 2025, estimates a budget gap of £11.5 million for 2026/27, increasing to a cumulative total of £37.4 million by 2029/30. These figures represent a positive change from the previously reported £13.6 million and £38.0 million, respectively. This update reflects updated assumptions around pay inflation, non-pay inflation, superannuation rates, and service pressures. |
| Continue to work closely with schools to ensure their financial plans are as robust as possible to minimise any impact, whilst continuing to improve standards for our young people | Finance Manager – Children & Young People<br><br>Ongoing | The overall level of school reserves are currently forecast to move further into deficit by £2,970,000 by the end of the 2025/26 financial year, to a collective deficit balance of £7,061,000. This is a deterioration of £135,000 since the first update, and £255,000 above the budgets schools have collectively set for the year.<br><br>The legacy impact of the pandemic continues within the school environment, particularly in respect of attendance, behaviours and increased additional learning needs. This has required increased staff and specialist resources to tackle the issues presenting and increased overall costs of provision. Higher than budgeted pay awards for both teaching and non-teaching staff have also impacted upon budgets in recent years. |

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|---|---|---|---|
| | | All schools that forecast a deficit balance at the financial year-end are required to bring forward budget recovery plans. Close monitoring and support continues to be given to these schools, as well as those at risk of entering a deficit position over the medium term, to ensure that the proposed actions to address medium term budget challenges are instigated. |

| Ref & Status | 3 | Risk | Potential Risk that: Some infrastructure and assets may become inoperative in the medium term due to insufficient capital funding available to sustain the level of maintenance needed. | | |
|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | Peter Davies (Deputy Chief Executive), Debra Hill-Howells (Chief Officer Infrastructure) and Cllr Ben Callard (Cabinet Member for Resources) | **Strategic objective & Scrutiny Committee** | All<br><br>Performance and Overview Scrutiny Committee | **Risk category and appetite level**<br><br>Service Delivery<br><br>Cautious | **Terminate/treat/ transfer/tolerate**<br><br>Treat |

**Reason why Identified**

As with revenue budgets, Capital budgets have also faced significant pressures in recent years. Given ongoing financial constraints and rising construction costs, the Council faces significant challenges in delivering its capital investment programme. Demand for capital resources exceeds what is available, requiring careful prioritisation of projects, the pursuit of external funding, and collaboration with partners. Inflation is increasing the price of materials and contracts, while external grants have not kept pace, making affordability a key concern. The need for ongoing investment is heightened by an ageing asset base, and annual allocations are focused on tackling the most urgent maintenance and refurbishment needs, though these efforts are insufficient to fully resolve the backlog.

Though significant projects have reached completion or progressed to contract, including the development of the school estate, there remains significant pressures that sit outside any potential to fund them within the Capital MTFP and carry significant risk. In addition to this, there are various schemes/proposals that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP. In the event of emergency pressures, resources will have to be diverted.

The timing of capital receipts always remains uncertain due to market conditions. Future investment in capital schemes is in part dependent on future success of achieving capital receipts and there are risks attached to some receipts materialising. There is a risk associated with relying on the use of capital receipts in the same year that they come into the council and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required. Significant further capital receipts are now not forecast and until such time as the outcome of the Replacement Local Development Plan is known and for which the Council has put forward a number of strategic sites in its ownership.

These significant pressures on capital budgets sit alongside changes to regional transport funding processes which may result in further decreases to available funding. This would further limit our ability to implement improvements to our key infrastructure and highways network.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Almost certain | Major | High | 16 | 2025/26 | Likely | Major | High | 12 | |
| 2026/27 | Almost certain | Major | High | 16 | 2026/27 | Likely | Major | High | 12 | High (12) |
| 2027/28 | Almost certain | Major | High | 16 | 2027/28 | Likely | Major | High | 12 | |

| Mitigating Actions | | |
|---|---|---|
| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
| 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 | Deputy CEX/Chief Officer, Resources<br><br>Ongoing | The Capital MTFP was updated as part of the development of the Capital Strategy in March 2025. The capital MTFP and capital strategy seek to work towards a financially sustainable core capital programme, whilst balancing the need to deliver capital investment plans in line with policy commitment and need.<br><br>The current capital MTFP does not cover all the capital budget pressures that have been identified. This shows that there is more demand for capital spending than the Council considers it can reasonably afford. This means that capital schemes will have to be ranked or the capital available has to be divided more widely than is ideal.<br><br>The capital programme includes yearly investment for property maintenance, highways maintenance, relevant specific capital grants and the future schools programme. This will help to deal with the most urgent backlog issues, focussing on worst condition first and related risk. However, estate rationalisation programs, closure/disposal of assets, asset transfers and other capital projects to refurbish or replace operational properties will also be used to reduce the backlog funding needed. This will not solve the specific total backlog but is a way of targeting the main issues in a reasonable way. |

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|---|---|---|
| | | The value of Capital receipts forecast after 2025/26 drops off quite considerably which is reflective of the replacement local development plan (RDLP) not proceeding as quickly as envisaged in the original delivery agreement. This will have an impact on the balance of receipts available to fund future capital investment demands in the near term.<br><br>The Council has strengthened its scrutiny and challenge of the Capital Programme through the establishment of Capital and Asset Management working groups. The respective working groups look to ensure that projects are prudent, affordable and will deliver tangible benefits to core policy objectives over the long term. |
| Review and refresh the council's Capital Strategy | Deputy CEX/Chief Officer, Resources<br><br>March 2026 | The Council's Capital Strategy provides a framework for investment decisions, ensuring alignment with corporate objectives and promoting transparent planning. All projects are being reviewed for timing and strategic relevance, with non-urgent schemes potentially deferred to prioritise critical works or generate capital receipts. The Capital Programme for 2026-2030 will be reassessed during the budget process to ensure affordability and sustainability, with a refreshed Capital Strategy to be presented alongside the final budget in March 2026. |
| Continue to monitor the Capital budget | Deputy CEX/Chief Officer, Resources<br><br>Ongoing | Capital expenditure of £59.79 million is forecast for the year, with no significant variances anticipated at the current time. A marginal under spend of £19k is currently reported. The £1.3m capital contingency budget remains unallocated.<br><br>Capital schemes by nature are usually multi-year, and some slippage is to be expected as expenditure profiles change based on flex in project circumstances. A total of 16 capital schemes are indicating that slippage will be required into 2025/26 totalling £8.14 million, representing 12% of the total budget for the year. Recent experience suggests that the final amount of schemes requiring slippage will increase as the year progresses as scheme progress becomes clearer.<br><br>The full balance of capital receipts is committed to future capital investment meaning there is little scope to support additional capital investment. This also means that the level of capitalisation direction support to the revenue budget is profiled to taper down to zero over the medium term. |
| Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked. | Head of Landlord Services<br>Ongoing | A regular programme of property condition surveys is underway, supported by routine compliance checks for all assets. This information as well as technical input from the council's Landlord Services team, will continue to be used to inform prioritisation of planned capital maintenance spend. Independent condition assessments of key highways infrastructure are completed as required depending on condition. These inform prioritisation of available capital budget.<br><br>A review of the pressures and associated risks is being undertaken to inform the capital budget process. A previous review in 20/21 had concluded that further feasibility studies and technical assessments needed to be undertaken on specific infrastructure assets, funded from existing highways infrastructure capital budgets. The results of these studies and assessments will inform the capital MTFP and pressures that will need to be accommodated and funded therein in future financial years. The Capital Working Groups and Asset Management Working Groups will contribute to decisions on the capital spend and MTFP. |
| Deliver the Asset Management Plan to manage the Council's land and property portfolio | Head of Landlord Services<br>Ongoing | The Asset Management Strategy has been adopted, introducing clearer alignment to the Community & Corporate Plan and establishing key principles which will inform strategic decision making for the council's land and property portfolio. The Asset Management Strategy is delivered via the associated Asset Management Plan, which is subject to regular monitoring and progress reporting. An annual review of the Asset Management Plan delivery is presented to Performance and Overview Scrutiny Committee as part of wider review of the enabling strategies. |
| Help sustain Council Services and enhance the asset base by investing in commercial property assets in order to increase the net rental income stream for the Council in line with the Asset Management Strategy | Head of Landlord Services<br>Ongoing | The Asset Management Strategy commits to maximising and commercialising assets wherever possible, including achieving income generation or revenue enhancement where opportunities are identified to do so. The core principle is achieved with acknowledgement of the council's policy objectives and ambition to achieve both financial and social returns.<br><br>The performance of the council's commercial and investment portfolios are reported to Performance & Overview committee on six monthly cycles. The updates provided include an acknowledgement of the performance of the assets, their capital value and risk, market information and transaction updates. Officers provided recommendations and updates in accordance with the revised financial performance terms, as outlined in the Asset Management Strategy. |

| Ref & Status | 4 | Risk | Potential Risk that:<br>Difficulty recruiting for some posts that require specific skills or qualifications and continued wage inflation will impact the organisation's retention and workforce planning which may affect the delivery of Council services |
|---|---|---|---|

| Risk Owner and cabinet Member responsible | Matthew Gatehouse (Chief Officer People, Performance & Partnerships) and Cllr Ben Callard (Cabinet Member for Resources) | Strategic objective & Scrutiny Committee | All<br><br>Performance and Overview Scrutiny Committee | Risk category and appetite level | Service delivery, Governance<br><br>Minimalist | Terminate/treat/ transfer/tolerate | Treat |
|---|---|---|---|---|---|---|---|

**Reason why Identified**

There is a global skills shortage, and the impact is being felt in several sectors that Monmouthshire County Council is either a part of or competes with for talent. Some services have identified challenges with recruitment; Social Care, Operations and Facilities are all facing difficulties, which is affecting service provision.

There is a continuing risk that staff well-being could be in impacted by a range of factors from work related pressures, such as: staff in some areas facing considerably increased workloads to meet increasing demand and personal home-based factors such as financial strains due to the increased cost of living.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Likely | Major | High | 12 | 2025/26 | Possible | Major | Medium | 8 | |
| 2026/27 | Likely | Major | High | 12 | 2026/27 | Possible | Major | Medium | 8 | Medium (6) |
| 2027/28 | Likely | Major | High | 12 | 2027/28 | Possible | Major | Medium | 8 | |

**Mitigating Actions**

| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
|---|---|---|
| Recruit and retain staff more effectively | Chief Officer People, Performance & Partnerships<br><br>Ongoing | Recruitment issues are being reflected nationally within some sectors, and the council is not exempt from this. Positions within Social Care, Operations and Facilities, for example, have seen reductions in applicants, and this is impacting on service provision. Solutions for the national recruitment issues do not sit solely with local authorities.<br><br>The People Strategy was approved by Cabinet in June 2024 and contains a specific objective, and actions, aimed at improving recruitment and retention.  An e-recruitment system has been implemented to support the development of recruitment as a genuine talent acquisition process. This will benefit recruiting managers who want speed, simplicity and agility. The HR team are also utilising different social media channels to reach applicants.<br><br>A new work experience and apprentices' policy has been developed and will seek to increase the number of apprentice positions, creating a new pipeline of talent. People Leaders Workshops are supporting the sharing of information with service areas and promote networking and sharing ideas.<br><br>HR staff sit on various local government groups and are collaborating with partner organisations to identify commonalities and information sharing. This is being fed into Welsh Government to inform their decision-making and to influence their response to the issue. |
| Develop the support mechanisms to support staff wellbeing | Head of Organisation Workforce Development<br><br>Ongoing | Staff well-being is affected by a range of factors, including additional work pressure and demand, personal factors and societal factors.<br><br>Supporting the health and well-being of our colleagues is a key objective of the People Strategy. The use of networks and communication digitally, surveys and feedback loops to senior managers, has extended the reach of contact with the workforce. This has also created the conditions for a wider system of self-supportive networks sharing practice, ideas and support.<br><br>An audit has been undertaken of the council's wellbeing offer and location of access allowing for consolidation and ease of access for all colleagues. Opportunities for further support are being explored. Options for providing support and guidance to colleagues in relation to financial wellbeing are also being assessed.<br><br>The Digital 'Cwtch' continues, although less frequently. The people services team has developed a People Leaders Support Site which enables 'live' discussion/news feed, enabling direct support and a shared learning platform for managers and head-teachers. Colleague Conferences have also recently been held to bring staff together and allow colleagues to engage in meaningful discussions that will help us find innovative solutions to improve our operations and better serve our communities. |
| Embed workforce planning to ensure the right skills, expertise and knowledge are available for future changes | Chief Officer People, Performance & Partnerships<br>Ongoing | The new People Strategy has created a clear commitment to embed workforce planning across the organisation. This is aimed at addressing shortages and ensure career pathways are in place.  New arrangements within the HR team will ensure that HR business |

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| | | partners can continue to play an active role in strategic discussions at Directorate Management Teams to ensure effective workforce planning.<br><br>The development and retention of existing staff is an essential component of workforce planning. Action to retain colleagues includes promoting career development opportunities to ensure that talent stays in local government. 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.<br><br>A learning management system (Thinqi) has now been rolled out to all staff; this provides a centralised training and development area for officers, and includes a host of learning resources for staff as well as the opportunity to book face to face and digital/online training. |
| Adopt a qualitative approach to ensuring professional development, wellbeing and information flow is taking place for those that want or need it | Head of Organisation Workforce Development<br><br>Ongoing | The colleague appraisal scheme has been redesigned to allow all colleagues to engage in performance discussions with their line manager. This process facilitates both a training needs and skills analysis.<br><br>A Leader/Manager Developmental Pathway is being created. This pathway will comprise of a number of modules including meaningful staff/line manager engagement and communication. Colleagues need to be given the 'right' to seek meaningful 1-1s on a regular basis, and there needs to be a focus on improving the skills of line managers to enable a variety of different approaches to the process so that performance development is realistically achieved.<br><br>The Colleague Survey provides feedback loops to ensure colleagues requirements are being met. |

| Ref & Status | 5 | Risk | Potential Risk that:<br>Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services | | | | |
|---|---|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | Sian Hayward (Head of Information, Technology & Security) and Cllr Ben Callard (Cabinet Member for Resources) | **Strategic objective & Scrutiny Committee** | All<br><br>Governance and Audit Committee | **Risk category and appetite level** | Information Governance, Service delivery<br><br>Averse | **Terminate/treat/ transfer/tolerate** | Tolerate |

**Reason why Identified**

There have been a number of high-profile cases across both public and private organisations where cyber-attacks and data breaches have compromised service delivery and financial loss. These attacks occur due to insecure infrastructure or staff who are not cyber literate and may inadvertently introduce attacks through their personal actions. Cyber security can also be compromised through a lack of structured governance arrangements, risk assessments and planning.

Digital working has increased in recent years bringing an increase in the potential for loss of data through cyber incidents.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Likely | Major | High | 12 | 2025/26 | Possible | Major | Medium | 8 | |
| 2026/27 | Likely | Major | High | 12 | 2026/27 | Possible | Major | Medium | 8 | Medium (8) |
| 2027/28 | Likely | Major | High | 12 | 2027/28 | Possible | Major | Medium | 8 | |

| Mitigating Actions | | |
|---|---|---|
| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
| Ensure robust arrangements are in place to safeguard the organisation's data and systems from cyber-attack | Cyber security service<br><br>Ongoing | The Council recognises that total elimination of cyber-attack is not possible, but will ensure 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.<br><br>Significant investments in ICT infrastructure and software have been undertaken, which will mitigate against the likelihood of a cyber-attack.<br><br>An operational risk register, which is exempt from publication under the Data Protection Act, is maintained by the Information Security Team, the SRS Security Team and MCC. |

| | | | A cyber security report was taken to Governance and Audit Committee in February 2024 to provide assurance to the committee that the arrangements in place are robust. |
|---|---|---|---|

**Risks to service delivery**

| Ref & Status | 6 | Risk | Potential Risk that: <br> Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements |
|---|---|---|---|

| Risk Owner and cabinet Member responsible | Jane Rodgers (Strategic Director Social Care and Health), Will Mclean (Strategic Director Learning, Skills and Economy) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services) | Strategic objective & Scrutiny Committee | A Connected Place Where People Care <br><br> People Scrutiny Committee | Risk category and appetite level | Safeguarding <br><br> Averse | Terminate/treat/ transfer/tolerate | Tolerate |
|---|---|---|---|---|---|---|---|

**Reason why Identified**

The Council and its partners must maintain a consistent focus on safeguarding vulnerable people in order to both prevent and reduce the likelihood of harm, and to respond effectively to reduce risks if harm occurs.

The social care system is facing increased pressures with more complex presentations and increased vulnerability within communities. This demand pressure, alongside ongoing resource and workforce challenges, impacts on the council's ability to protect children and adults who are at risk.

Care Inspectorate Wales (CIW) continue to inspect and conduct assurance checks of our services. Recommended areas of improvement from reviews have been recognised by the council and inspection action plans developed.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Possible | Major | Medium | 8 | 2025/26 | Possible | Major | Medium | 8 | |
| 2026/27 | Possible | Major | Medium | 8 | 2026/27 | Possible | Major | Medium | 8 | Medium (8) |
| 2027/28 | Possible | Major | Medium | 8 | 2027/28 | Possible | Major | Medium | 8 | |

| Mitigating Actions | | |
|---|---|---|
| **Mitigating Action** | **Responsibility Holder & Timescale** | **Mitigation action progress** |
| Continually monitor and evaluate safeguarding processes and practice and ensure good accountability for safeguarding. Ensure that where actions are identified from self-evaluation processes that these are implemented. | Safeguarding & quality assurance service manager <br> Ongoing, Annual Evaluation | Progress against the council's safeguarding priorities is evaluated annually and the priorities reflect the cornerstones for keeping people safe in Monmouthshire, as set out in the Corporate Safeguarding Policy. <br><br> The most recent Annual Safeguarding Evaluation Report was presented to scrutiny committee in September 2025. The report evaluates the progress of the Council's key safeguarding priorities during 2024/25, highlighting progress, identifying risks and setting out actions and priorities for 2025/26. The report evaluates the cornerstones of safeguarding in Monmouthshire - 3 areas of safeguarding arrangements are assessed as Level 5 Very Good– and 2 areas as Level 4 – Good. This evaluation report forms an integral part of the improvement of safeguarding practice across the Council and drives the work of the Whole Authority Safeguarding Group. |
| Drive the strategic agenda and the associated programme of activities for safeguarding through the Whole Authority Safeguarding Group (WASG). | Chief Officer, Social Care, Health & Safeguarding <br><br> Ongoing, Annual Evaluation | The Whole Authority Safeguarding Group [WASG] has continued to meet bi-monthly on a digital platform. The group ensures that corporate Safeguarding has oversight at a senior level, with membership from each directorate lead. These meetings identify safeguarding concerns and themes; share knowledge around safeguarding issues and, where required, promote a strategic and coordinated approach. A Core Data set has been agreed by WASG. Moving forward, this should provide increased opportunity to inform WASG members of safeguarding performance at a whole authority level. <br><br> Despite resource pressures across directorates and capacity issues within the Safeguarding Unit, safeguarding has remained a priority for the Council with key strengths within directorates and across council relationships. The SAFE (Safeguarding Assessment Framework for Evaluation) process has continued to roll out across directorates and reviews have taken place in a timely manner. The |

| | | Safeguarding Unit continues to be available to offer support and advice as well as being the conduit for new and developing safeguarding policy and guidance from the Regional Safeguarding Board. Issues raised within the previous SAFE assessment led to the strengthening of support in the safe recruitment process. |
|---|---|---|
| As a statutory partner of the regional safeguarding boards, continue to work with other statutory partners to ensure that there are effective multi-agency safeguarding arrangements, that they are working well, share learning and implement any recommendations. | Chief Officer, Social Care, Health & Safeguarding<br><br>Ongoing, Annual evaluation | There continues to be full representation at all levels of the work of the regional safeguarding board. There is strong engagement in regional approaches to addressing the risks of sexual and criminal exploitation of children; Modern Day Slavery; Violence Against Women Domestic Abuse; Sexual Violence (VAWDASV); and Contest (PREVENT anti radicalisation).<br><br>The priorities set in the regional board's annual plan are reflected in the priority work of the Council's Safeguarding Unit. The Whole Authority Safeguarding Group continues to receive, review, and implement developments in safeguarding flowing from regional and national policy. The Council's safeguarding unit supports quarterly safeguarding learning networks to share learning and developments in safeguarding across agencies.<br><br>The Council is represented in numerous operational multi-agencies safeguarding forums, including The Monmouthshire Exploitation Group (MEG). |

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| Ref & Status | 7 | Risk | Potential Risk that:<br>Risk of harm if we are unable to meet the care and support needs of some vulnerable children due to an increase in demand and complexity of cases | | | | |
|---|---|---|---|---|---|---|---|
| Risk Owner and cabinet Member responsible | Jane Rodgers (Strategic Director Social Care and Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services) | Strategic objective & Scrutiny Committee | A Connected Place Where People Care<br><br>People Scrutiny Committee | Risk category and appetite level | Safeguarding<br><br>Averse | Terminate/treat/ transfer/tolerate | Treat |

**Reason why Identified**

The number of contacts into the 'front-door' of children's services has increased in recent years and remains high. The council is supporting 196 children who are looked after (October 2025). The number has stabilised in recent years, although it remains higher than the average number of children who are looked after across Wales. The number of unaccompanied asylum-seeking children (UASC) being looked after by the local authority is currently 15.

The 2025/26 budget for Children's Services is forecast to overspend by £83k at November 2025. This is mainly as a result of increased Counsel costs and reductions in grant funding. The workforce position within children's services also remains challenging, with reliance on agency workers and short-term grant funded posts, which can affect continuity of social work relationships for children.

There is an insufficiency of placements for children who are looked after at a local, regional and national level, particularly those with complex needs or disabilities. Because of this, there is a risk that we may need to place children in unregistered provision in emergency situations. There is considerable instability within the placement provider market, against the backdrop of the Welsh Government's policy commitment to eliminate profit from the care of looked after children. This creates an on-going risk for the council that is difficult to fully mitigate at present.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Likely | Major | High | 12 | 2025/26 | Likely | Major | High | 12 | |
| 2026/27 | Likely | Major | High | 12 | 2026/27 | Likely | Major | High | 12 | Medium (8) |
| 2027/28 | Likely | Major | High | 12 | 2027/28 | Likely | Major | High | 12 | |

**Mitigating Actions**

| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
|---|---|---|
| Continue to strengthen the preventative offer to support children living safely at home, with their families and communities, and continue to review and monitor the Children Looked after population in line with Welsh Government expectations around reduction | Head of Children's services<br><br>Ongoing | The council is supporting 196 children who are looked after (October 2025). The number has stabilised in recent years, although it remains higher than the average number of children who are looked after across Wales. In recent years, the number of contacts into the 'front-door' of children's services has increased and remains high. The focus is on keeping children safe, which can mean there has been less time for strength-based engagement with parents and children. An analysis of referral activity is helping to consider the best way of intervening.<br><br>There is a coherent approach to early help and prevention to support families. This allows families to receive support at the right level of intensity to enable parents to provide their children with the safety, nurture and care they need. Services are in place to support the rehabilitation of children following periods of being looked after e.g. Families Re-connect; to provide medium-term holistic support to |

| | | |
|---|---|---|
| | | families making sustainable change e.g. Achieving Change Together Team; and to provide a therapeutic response to parents and carers in supporting children with trauma presentations e.g. MyST.<br><br>Family support has been further strengthened to provide intensive community supervision and support to children. The focus remains on practice development and working with families to support strengths, manage risks and achieve good outcomes, reducing the need for children to be looked. An additional focus is to increase resilience within Child Protection services to work with increased levels of risk and vulnerability within the community. |
| Develop and expand the Children's Services Commissioning Strategy in response to the intention to eliminate profit from children's social care | Head of Children's services<br><br>Ongoing | 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 projects have been completed providing aged 16+ supported accommodation for five placements and a four-bed residential children's home. Two further projects are being developed, one children's residential home and a further aged 16+ supported accommodation. This is improving the availability of placements and helping to ensure children and young people can remain close to their communities.<br><br>Children's services continue to search for appropriate properties for one further children's residential home, particularly in the North of the county, however this has proven challenging due to factors such as cost, registration requirements and community facilities. The service area continues to review the demand of placements against the work undertaken by the service in line with their Reduction of Children Looked After Strategy and Placement Commissioning Strategy. Children Services continue to plan for each child and a "horizon" list is kept to identify children who may need, at some point, to be accommodated. Predicting demand, however, remains a challenging and dynamic process, complicated by uncertainty within the care market nationwide. |
| Continue to implement the fostering strategy on the recruitment, retention and skills development of in house fostering. | Head of Children's Services<br><br>Ongoing | The recruitment and retention of foster carers remains an area of significant challenge. There is an insufficiency of in-house carers in Monmouthshire, particularly carers who are able to provide more specialist care or look after sibling groups. Over recent years progress in increasing the number of in-house foster carers has stalled despite considerable effort and attention. This creates an over-reliance on private and independent providers, where the right placement for a child cannot be assured. In March 2025 a decision was passed to improve the offer to Monmouthshire foster carers, including increasing the allowance paid, to ensure foster carers are supported. |

| Ref & Status | 8 | Risk | Potential Risk that:<br>Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to high demand and complexity of cases | | | | |
|---|---|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | Jane Rodgers (Strategic Director Social Care and Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services) | **Strategic objective & Scrutiny Committee** | A Connected Place Where People Care<br><br>People Scrutiny Committee | **Risk category and appetite level** | Safeguarding<br><br>Averse | **Terminate/treat/ transfer/tolerate** | Treat |

| **Reason why Identified** |
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| The longer-term impact of the pandemic, together with the aging demographic has increased the complexity of referrals into Adult Services. As a result, services are under considerable pressure, particularly given the added challenges of the Council's financial situation and the pressures within partner agencies, particularly health. There are waiting lists in place for social care assessments and some people are having to wait for services they need, including for reablement, care at home and mental capacity act assessments. There has also been an increase in the number of residential care placements due to the complexity of people's needs.<br><br>The availability of workforce in some key posts remains a risk - specifically mental health practitioners, direct carers and therapies. There is insufficient capacity within the current core workforce structure to meet the demand pressures, particularly at times of peak demand associated with hospital discharge (for example). The medium term financial context for both health and social care places restrictions on the ways in which services can respond to need. |

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Likely | Major | High | 12 | 2025/26 | Likely | Major | High | 12 | |
| 2026/27 | Likely | Major | High | 12 | 2026/27 | Likely | Major | High | 12 | Medium (8) |
| 2027/28 | Likely | Major | High | 12 | 2027/28 | Likely | Major | High | 12 | |

| Mitigating Actions | |
|---|---|
| Mitigating Action | Responsibility Holder |

| | & Timescale | Mitigation action progress |
|---|---|---|
| Work with Welsh Government to recruit and retain care staff | Chief Officer, Social Care & Health<br><br>Ongoing | Ensuring that there is a sufficient workforce has been a risk for some time, particularly in key posts around direct care, mental health, team leader posts and occupational therapy. The perceptions of working in social care tend to be negative; recruitment is focussed on counteracting these negative perceptions and demonstrate the opportunities, career progression, work life balance and job satisfaction that people experience who work within the sector. Generally, the workforce in Adults social care remains stable, however attraction and recruitment of people into the social care sector, particularly in some roles, continues to be a challenge. Workforce planning remains a priority within the service to ensure that scarce resources are utilised in the best way possible. |
| Work to address the difficulties in the health and social care system through the Regional Partnership Board and its sub-groups. | Chief Officer, Social Care & Health and Head of Adult Services<br><br>Ongoing | There are on- going regional and local partnership meetings to identify and address difficulties across health and social care. These include Gwent Adult Service Partnership, and at a local level the Integrated Services Partnership Board. At a local and regional level, grant money received via the Regional Partnership Board is used to best effect to meet population needs and respond to demand pressure in particular within hospital discharge; supporting people with frailty to remain well at home, and ensuring the development of effective early help and preventative services via the Integrated Wellbeing Network. Establishing targeted early help and ensuring there are good pathways between social care and community based wellbeing support is central to trying to mitigate demand pressures over time. |
| Increase focus on preventative services such as reablement and in-house care · | Chief Officer, Social Care & Health<br><br>Ongoing | There is increased capacity to provide reablement services 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, and to increase the number of people accessing the opportunities that reablement provides. Over time this should help to mitigate demand pressures.<br><br>A whole authority preventative strategy, the 'Living-Well Strategy', has been approved by Cabinet. This strategy aims to implement preventative action to support residents, particularly vulnerable or older residents who are likely to need to enter the social care system, to live a healthy life, enabling them to remain at home and in their communities. |
| Monitor requests for services to ensure demand is being met and delays are minimised | Chief Officer, Social Care & Health<br><br>Ongoing | On-going pressure across the social care and health system, together with workforce shortages in some areas, has meant that there are continued challenges in being able to respond to people's care and support needs as timely as we would want. 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.<br><br>Access to care and support is not always timely; however, overall there is increased capacity across home care which has assisted in supporting 96% of demand in the last year. Action is being undertaken to ensure that home care runs, both in-house and provider services, are coordinated as efficiently as possible. The commissioning strategy is being implemented to strengthen locality based provision of home care and increase capacity into rural areas. |
| Implement a 'place-based' approach to create sustainability in care at home services | Chief Officer, Social Care & Health<br>– As per commissioning strategy | 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. The first procurement exercise under the new strategy has commenced in the south of the county.<br><br>The micro-care project within Monmouthshire continues to support the self-employed carers to develop their businesses. This is increasing care and support capacity across the county and allowing people increased choice and control over how they receive support. |
| Ensure the long-term sustainability of social care providers | Chief Officer, Social Care & Health & Head of Public Protection<br><br>Ongoing | It is vital that social care providers are able to provide care and support and as such the council has a role in ensuring their financial sustainability through fair fee negotiations and supporting with recruitment and training. The Council has built positive relationships with local providers and intervenes and provide support where difficulties emerge. There is effective contract monitoring in place, based on partnership approaches.<br><br>The position in Monmouthshire, whilst challenging, has seen very few providers withdraw their services and most have managed to weather the difficulties around recruitment and retention with the social care sector. Positively home care services have increased and there has been a reduction in the number of people waiting and the average length of wait time. |

| Ref & Status | 9a | Risk | Potential Risk that:<br> Failure to return attendance figures to those seen before the pandemic, particularly among vulnerable pupils and those eligible for free school meals, could lead to a worsening in educational attainment |
|---|---|---|---|

| Risk Owner and cabinet Member responsible | Will Mclean (Strategic Director Learning, Skills and Economy) and Cllr Laura Wright (Cabinet member for Education) | Strategic objective & Scrutiny Committee | All<br><br>People Scrutiny Committee, Performance and Overview Scrutiny Committee | Risk category and appetite level | Strategic<br><br>Minimalist | Terminate/treat/ transfer/tolerate | Treat |
|---|---|---|---|---|---|---|---|

**Reason why Identified**

The pandemic caused widespread disruption to learning, with a significant effect on both teachers and learners. Longer-term effects of the pandemic on pupil well-being and attendance have emerged. There is a risk that our schooling system struggles to adjust to the new patterns of need amongst our children and young people in the post-pandemic period. Meeting the needs of vulnerable learners remains a priority and the gap in attainment between those not eligible and those eligible for Free School Meals (eFSM) remains a concern. There is variation in eFSM learner progress and outcomes across schools. Leadership, management, capacity and performance has been identified as in need of improvement in some schools.

Attendance levels have been particularly affected. Though attendance at a primary level has returned to pre-pandemic levels, attendance in our secondary schools remains below levels seen before the pandemic and an area for concern. Attendance of those eligible for free schools meals remains below pre-pandemic levels and below those of their peers not eligible for free school meals. The low attendance of those eFSM has been identified by Estyn as an area for concern in one of our secondary schools. We need to increase attendance for those eFSM to ensure no pupil is left behind.

Ensuring pupils return to school, and understanding the barriers to prevent them doing so, will be key to ensuring our learners are achieving their potential.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Likely | Major | High | 12 | 2025/26 | Possible | Major | Medium | 8 | |
| 2026/27 | Likely | Major | High | 12 | 2026/27 | Possible | Major | Medium | 8 | Medium (8) |
| 2027/28 | Likely | Major | High | 12 | 2027/28 | Possible | Major | Medium | 8 | |

| Mitigating Actions | | |
|---|---|---|
| **Mitigating Action** | **Responsibility Holder & Timescale** | **Mitigation action progress** |
| Implement the new Attendance and Engagement Policy and processes | Head of Attainment<br><br>Ongoing | 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. This has now been rolled out to all schools.<br><br>Alongside the policy, the team have created a handbook for schools to summarise the roles and responsibilities in the new policy, the graduated response for attendance, model policy and the local code for fixed penalty notices and prosecutions. The Education Welfare Service have also prepared training for governors as they implement the new policy. |
| Work with schools to ensure that pupils attend school regularly and are able to access excellent teaching and learning | Head of Attainment<br><br>Ongoing | The Education Welfare Service (EWS) team continue to work collaboratively with schools and external supporting services to provide a holistic approach to overcome barriers to school attendance. The continuation of regular support offering advice and challenge has supported schools in the completion of a self-evaluation of attendance to provide focus. |
| Work with schools and partners to better understand drivers of low attendance | Head of Inclusion<br><br>Ongoing | Awareness of drivers of low school attendance has been developed through engagement in 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. This means that the team consistently reinforce the expectations and approaches used in other teams within the directorate. The Education Welfare service are also working closely with the Inspire Outreach Team who offer support to secondary pupils with attendance below 50% through a reintegration and qualification approach for pupils who may be dis-engaged or have reasons for non-attendance such as Emotionally Based School Avoidance (EBSA).<br><br>Family Liaison Officers also work with schools and families to build relationships, overcome barriers to attendance and support pupils back into school. This means pupils and families are receiving support earlier, and Education Welfare Officers have more time to deal with increasing numbers of complex cases and support schools to review systems and processes to secure high levels of attendance for all pupils. |
| Support pupils' wellbeing and address barriers to learning | Head of Inclusion<br><br>Ongoing | The whole school approach to emotional and mental well-being has been implemented which helps schools to understand how they are best placed to promote well-being. This has been introduced in a phased approach and increased the number of schools engaged in the approach from 43% to 74%. This is increasing the support available for the well-being needs of pupils and has a significant effect on children's attendance and achievement in school. All schools and settings are engaged with Emotional Literacy Support Assistants (ELSAs), and there are currently 67 practising ELSAs who access regular supervision, operating across all but one school in the county, making a positive impact on the emotional literacy of pupils. Schools are also engaged in professional learning related to Emotionally Based School Avoidance (EBSA); Trauma Informed Approaches; and Autism; currently 94% of schools are engaged. |

| Ref & Status | 9b | Risk | Potential Risk that:<br>An increase in behaviours that challenge in schools which may lead to harm to a pupil or member of staff | | | | |
|---|---|---|---|---|---|---|---|

| Risk Owner and cabinet Member responsible | Will Mclean (Strategic Director Learning, Skills and Economy) and Cllr Laura Wright (Cabinet member for Education) | Strategic objective & Scrutiny Committee | All<br><br>People Scrutiny Committee, Performance and Overview Scrutiny Committee | Risk category and appetite level | Safeguarding, Health and Safety<br><br>Averse | Terminate/treat/ transfer/tolerate | Treat |
|---|---|---|---|---|---|---|---|

**Reason why Identified**

Monmouthshire is currently experiencing high levels of exclusions, particularly Fixed Term Exclusions (FTE), and this presents a risk to the positive engagement and outcomes for children / young people and increasing pressure on local authority services and provisions. Local authorities across Wales and England have experienced similar trends post covid. The reasons for this are complex and not easily resolved. Due to improvements in the operation of the Inclusion Panel, the number of upheld Permanent Exclusions (PEx) at the end of the 24/25 academic year was 0. However, the number of FTE is continuing to increase. Of concern is that the data shows clear rises in the issue of FTE for reasons linked to violent or aggressive behaviour, this can be verbal or physical against another student or an adult.

Despite investments in improving the capacity of the Pupil Referral Service (PRS), this service has continued to face pressure, particularly from high levels of fixed term exclusions.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Likely | Major | High | 12 | 2025/26 | Likely | Major | High | 12 | |
| 2026/27 | Likely | Major | High | 12 | 2026/27 | Likely | Major | High | 12 | Medium (8) |
| 2027/28 | Likely | Major | High | 12 | 2027/28 | Likely | Major | High | 12 | |

| Mitigating Actions | | |
|---|---|---|
| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
| Support learners most at risk of repeat Fixed Term Exclusions or of Permanent exclusions through the Education Support Team (EST) | Head of Inclusion<br><br>Ongoing | The Education Support Team was created in March 2023 and has enabled those learners most at risk of repeat Fixed Term Exclusions (FTE) or of Permanent Exclusions (PEx) to receive support from specialist professionals. This team have experience in responding to behaviours of concern/ challenge, an enhanced understanding of social emotional and mental health needs and additional learning needs (ALN) in a way that is trauma informed and Adverse Childhood Experiences (ACE) aware. This supportive team has enabled learners to maintain their current placement by reducing the risk of PEx by stabilising behaviours and thus reducing risk, they have supported learners to integrate into other schools via managed moves to prevent PEx and supported in year transfers of learners with prior FTE. |
| Implement the outcomes of the Pupil Referral Service (PRS) review | Head of Inclusion<br><br>Ongoing | The Pupil Referral Service has been reviewed. This has helped understand the current demand, while considering the future role and function of the PRS. The findings of this review will now 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. |
| Work with officers in community partnerships to secure Home Office grant funding to support the reduction of violence in schools | Vulnerable Learners Lead<br><br>Ongoing | The Vulnerable Learner Lead worked with officers in community partnerships to secure Home Office grant funding to support the reduction of violence in schools and to reduce exclusions (both FTE and PEx) associated with this. This funding enabled several learners at risk of PEx to avoid this outcome, including learners in their final year of school, who were able to complete their exams in school. Further multi agency work has also been undertaken to consider how to reduce FTE and PEx linked to aggression and violence amongst both pupils and towards staff. Focused efforts are underway to improve representation at multi agency meetings in schools and with focused consideration of learners who have been excluded for these reasons in the intervening periods between each meeting. |
| Continue to roll out training for all staff in all school and settings (i.e. ACEs and Trauma Informed practice) to increase the understanding of the impact on learner behaviours, strategies and approaches to deescalate and ensure safety and wellbeing. | Head of Inclusion<br><br>Ongoing | A key part of our approach to reducing exclusions is to improve an understanding of the drivers for children's behaviours. Trauma Informed approaches form part of a universal, whole-school, preventative approach supporting school communities to become trauma informed and mentally healthy places for all. Being Adverse Childhood Experiences (ACEs) aware and trauma-informed is recognised by the Welsh Government in guidance and reflects the evidence base that it is important to build relational practice to improve positive outcomes for all learners.<br><br>Trauma Informed Schools (TIS) and relational practice approaches are being developed and embedded. A multi-agency TIS Steering Group, including colleagues from health and social care, has been established to achieve this, led by the Educational Psychology Service (EPS), and a tiered training programme has been developed. |

**Risks to policy priorities**

| Ref & Status | 10 | Risk | Potential Risk that:<br>Welsh Government/PEDW does not find the Replacement Local Development Plan sound or Council do not adopt the RLDP 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 | | | |
|---|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | Craig O'Connor (Chief Officer Place and community well-being) and Cllr Paul Griffiths (Cabinet member for Planning and Economic Development) | **Strategic objective & Scrutiny Committee** | A Thriving and Ambitious Place<br>A Safe Place to Live<br><br>Place Scrutiny Committee | **Risk category and appetite level** | Governance, Strategic<br><br>Minimalist | **Terminate/treat/ transfer/tolerate** Tolerate |

| **Reason why Identified** |
|---|

The current Local Development Plan ran until 31st December 2021; it will remain the principal development plan for decision-making purposes until the adoption of the Replacement Local Development Plan (RLDP). This does not change the urgent need for the council to make timely progress on its RLDP and to adopt it as soon as realistically possible to address key issues and challenges, including rebalancing our demography and responding to the climate emergency, and to meet the future needs of the county.

The Council has faced a range of delays in proceeding the RLDP, including challenge from Welsh Government, which resulted in the need for a new Preferred Strategy, high phosphate levels in the rivers Usk and Wye which resulted in restrictions on developments, and delays in agreeing appropriate Gypsy, Roma and Traveller sites. The delay in implementation is restricting the council's ability to deliver key objectives including increasing affordable housing and employment opportunities.

There are a range of issues the RLDP will need to address, including: the limited number of affordable housing available in the county; a lack of suitable employment land; a need to grow renewable energy opportunities; and aligning infrastructure ambition and delivery.

| **Risk Level (Pre-mitigation)** | | | | | **Risk Level (Post-mitigation)** | | | | | **Target risk score** |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Likely | Major | High | 12 | 2025/26 | Likely | Major | High | 12 | |
| 2026/27 | Likely | Major | High | 12 | 2026/27 | Likely | Major | High | 12 | Medium (8) |
| 2027/28 | Likely | Major | High | 12 | 2027/28 | Likely | Major | High | 12 | |

| **Mitigating Actions** | | |
|---|---|---|
| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
| 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, and to facilitate the identification and allocation of additional housing land and appropriate employment land, with associated infrastructure. | Chief Officer Place<br><br>Spring 2026 | The RLDP Deposit Plan was endorsed by Council in October 2025. The Deposit Plan sets the ambition for development within the county. This plan also addresses a number of key issues and align with the priorities of the organisation; it has allocated 50% affordable housing on each new development and is introducing enabling policies which will allow for further affordable housing developments to come forward. This includes facilitating more single person accommodation in the county which is currently extremely limited and is a factor contributing to homelessness. All homes developed under this plan will also be net zero carbon.<br><br>The Deposit Plan will now be subject to public examination from Welsh Government and Planning and environment Decisions Wales (PEDW). |
| Work with partner organisations to identify and implement solutions to phosphate pollution in the Rivers Usk and Wye | Chief Officer Place<br><br>Ongoing | In May 2024, Cabinet approved the Climate and Nature Emergency Strategy. This includes an action plan on how we will work in partnership to improve the health of our rivers and oceans. Progress will be monitored regularly by the Climate and Nature Emergency Steering Group.<br><br>Over the last few years there has been significant work in this area and there is planned strategic phosphate mitigation work in the form of phosphate stripping being installed in Llanfoist (Abergavenny) and Monmouth to serve their settlements. This will enable appropriate development to be permitted within these settlement areas. There has also been a comprehensive review of the Environmental Permits of wastewater treatments across Monmouthshire and, where there is capacity, appropriate development proposals will be permitted. |
| Ensure RLDP growth ambition is met by essential infrastructure | Chief Officer Place | Close working is being undertaken on the infrastructure requirements and the delivery between the Local Planning Authority and colleagues in the Local Education Authority, Aneurin Bevan University Health Board, Highways Authority, Passenger Transport Unit, Active Travel Team, SUDs Approval Body and Green Infrastructure team. The Infrastructure Plan has been published alongside the Deposit Plan. |

| Ref & Status | 11a | Risk | Potential Risk that:<br>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 | | | | |
|---|---|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | Debra Hill-Howells (Chief Officer Infrastructure) & Cllr Catrin Maby (Cabinet member for Climate Change and the Environment) | **Strategic objective & Scrutiny Committee** | A Green Place to Live<br><br>Place Scrutiny Committee | **Risk category and appetite level** | Strategic<br><br>Minimalist | **Terminate/treat/ transfer/tolerate** | Tolerate |

| **Reason why Identified** |
|---|
| Tackling climate change and moving to a low carbon economy is one of the biggest challenges facing our society. Rising temperatures and more extreme weather events bring increased risks to our communities and are causing long-term and potentially irreversible damage to our planet's eco-systems, with significant local impacts such as flooding and loss of species. If we are to stand a chance of slowing the rise in the Earth's temperature, we need to act now. In 2019, councillors were unanimous in declaring a climate emergency. The council will strive to reduce its own emissions and work with communities and local businesses to help them reduce their emissions. This will require engagement, community involvement and commitments from third parties.<br><br>Despite a nation-wide climate emergency declaration and a common recognition of the importance of reducing carbon emissions, the resources provided to tackle this issue have consistently not met the scale of the challenge. A significant investment in public funding would be required if net zero 2030 is to be met. |

| **Risk Level (Pre-mitigation)** | | | | | **Risk Level (Post-mitigation)** | | | | | **Target risk score** |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Almost certain | Substantial | High | 12 | 2025/26 | Almost certain | Substantial | High | 12 | |
| 2026/27 | Almost certain | Substantial | High | 12 | 2026/27 | Almost certain | Substantial | High | 12 | Medium (9) |
| 2027/28 | Almost certain | Substantial | High | 12 | 2027/28 | Almost certain | Substantial | High | 12 | |

| **Mitigating Actions** | | |
|---|---|---|
| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
| Deliver the Monmouthshire County Council Climate and Nature Emergency Strategy | Strategic Leadership Team<br><br>Timescales as per strategy | 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.<br><br>Support is being provide to communities to reduce their carbon emissions through circular economy projects such as Benthyg library of things and reuse shops. The Monmouthshire Local Nature Partnership (LNP) continues to share best practice and resources. This partnership developed the Monmouthshire Nature Recovery Action Plan (NRAP); the public consultation of this action plan was launched in September. The action plan provides practical and achievable actions to help reverse the decline in biodiversity and ecosystem resilience in the county.<br><br>The council is a member of the Wye Nutrient Management Board Technical Advice Group which is identifying and analysing options for delivering improvements in water quality. The council also has continued involvement in the Wye Catchment Partnership to protect water quality, water quantity and biodiversity. An Usk Catchment Partnership Core Group has been established and has agreed its priorities for the draft Integrated Catchment Plan. |
| Develop a decarbonisation strategy for the council's estate | Chief Officer Infrastructure<br><br>Ongoing | Work is underway as part of this strategy to better understand the scale of the challenge we face in striving to collectively become net zero. A costed decarbonisation plan and survey for our built estate has been completed. This will provide the council with a sound understanding of the funding needed to implement change. The findings of this survey will be used to inform a decarbonisation strategy for the council's estate. |

| Ref & Status | 11b | Risk | Potential Risk that: |
|---|---|---|---|

| | | | 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 | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | Strategic Leadership Team & Cllr Catrin Maby (Cabinet member for Climate Change and the Environment) | **Strategic objective & Scrutiny Committee** | All<br><br>Place Scrutiny Committee | **Risk category and appetite level** | Environmental. Service Delivery<br><br>Minimalist | **Terminate/treat/ transfer/tolerate** | | Treat |

**Reason why Identified**

Tackling climate change and moving to a low carbon economy is one of the biggest challenges facing our society. Rising temperatures and more extreme weather events bring increased risks to our communities and are causing long-term and potentially irreversible damage to our planet's eco-systems, with significant local impacts such as flooding and loss of species. If we are to stand a chance of slowing the rise in the Earth's temperature, we need to act now. In 2019, councillors were unanimous in declaring a climate emergency. The council will strive to reduce its own emissions and work with communities and local businesses to help them reduce their emissions. This will require engagement, community involvement and commitments from third parties.

When considering climate change, it is important to consider both how Monmouthshire is contributing to climate change, but also how resilient the county is to the likely impacts of climate change. Extreme weather, such as flooding and record high temperatures, can impact significantly on infrastructure, homes and businesses, along with disruption to community life and public services, particularly critical public services people rely on such as care services.

| **Risk Level (Pre-mitigation)** | | | | | **Risk Level (Post-mitigation)** | | | | | **Target risk score** |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Almost certain | Major | High | 16 | 2025/26 | Likely | Major | High | 12 | Medium (8) |
| 2026/27 | Almost certain | Major | High | 16 | 2026/27 | Likely | Major | High | 12 | |
| 2027/28 | Almost certain | Major | High | 16 | 2027/28 | Likely | Major | High | 12 | |

| **Mitigating Actions** | | |
|---|---|---|
| **Mitigating Action** | **Responsibility Holder & Timescale** | **Mitigation action progress** |
| Prepare and adapt for the impact of climate change | Strategic Leadership Team<br><br>Ongoing | In recent years, council services have considered what the potential risks to their services are, in order to start thinking about how to adapt to these risks. In 2021, some services updated these Climate Change Risk Assessments to allow service areas to better understand their necessary adaptation requirements. The Council is currently participating in the development of a Gwent Climate Change Risk Assessment being led by the Gwent Public Services Board (PSB). The council is also part of broader assessments of climate risk being carried out by the Cardiff Capital Region as part of their Carbon Disclosure Project commitments.<br><br>The Replacement Local Development Plan has a key role to play in making sure our communities are sustainable and resilient to the impacts of climate change. Changes to national planning policy on flooding are still awaited, but officers intend to take a precautionary approach, avoiding all built development on greenfield sites at known flood risk. Welsh Government has produced The National Strategy for Flood and Coastal Erosion Risk Management in Wales, and in response, Monmouthshire is currently developing an updated Flood Risk Management Strategy.<br><br>Much of the work to coordinate emergency responses is organised through the Gwent Local Resilience Forum (LRF). The council continues to work with partners on the LRF to make sure that we are prepared for severe weather events. Established emergency response arrangements are in place. These were utilised as part of the response to Storm Claudia, ensuring support for residents, particularly the most vulnerable.<br><br>As part the reworking of the Climate Emergency Strategy, climate adaptation, which includes preparing and adapting for the impact of climate change, has been embedded across each of the 4 action plans. Some of the actions within this include developing the management of green infrastructure to improve climate resilience; increasing urban tree canopy, including new street trees and in car parks to provide a cooling effect; and continuing to promote and support council services with business continuity and emergency response strategies. |

| **Ref & Status** | 12 | **Risk** | Potential Risk that:<br>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 | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Risk Owner and cabinet Member responsible** | | Jane Rodgers (Strategic Director Social Care and Health), Matthew | **Strategic objective & Scrutiny Committee** | A Safe Place to Live<br>A Fair Place to Live | **Risk category and appetite level** | Service Delivery<br><br>Minimalist | **Terminate/treat/ transfer/tolerate** | Treat |

| | | People Scrutiny Committee | | | | |
|---|---|---|---|---|---|---|
| Gatehouse (Chief Officer People, Performance and Partnerships) & Cllr Sara Burch (Cabinet Member for Rural Affairs, Housing & Tourism) and Cllr Angela Sandles (Cabinet member for Equalities and Engagement) | | | | | | |

## Reason why Identified

The Council is currently experiencing significant challenges and risks in relation to homelessness. Welsh Government's homelessness policy changes, though positive, have increased pressures on local authorities and creating challenges largely relating to lack of accommodation and support needs. Although homeless presentations have remained broadly consistent, the impact of Welsh Government policy has seen a significant increase in demand for homeless accommodation. This in turn has impacted significantly on the Housing Options Team operationally in respect of the need to identify alternative accommodation, which largely has relied on B&B accommodation, re-housing households, housing management and placement break downs. This has also created placement and staffing challenges.

There are challenges regarding the availability of temporary, supported and permanent accommodation, and the range of housing support available necessary to meet current and emerging homeless need. Further challenges are also being experienced in respect of acquiring existing accommodation and repurposing properties due to the buoyant market in Monmouthshire and constraints relating to funding eligibility and planning. There are also delays in the construction of new homes due to delays in implementing the RLDP.

The Renting Homes Act, which came into force from 1 December 2022, has made significant changes to the way all landlords in Wales rent their properties. There is a risk this could impact on the private rented sector in the County and reduce the availability of rental properties, further decreasing housing availability and increasing accommodation challenges in the County, although the current anecdotal evidence suggests the impact has not been too disruptive to date.

Whilst the Council has made positive progress with homeless delivery evidenced by reductions in homeless presentations and the need to provide homeless accommodation due to a more positive performance in respect of homeless prevention, identification of additional homeless accommodation and move-on to social housing, risks remain.

Monmouthshire welcomed large numbers of refugees from Ukraine. Local residents have opened their homes and all these refugees will need alternative accommodation when these temporary arrangements come to an end. In addition, many of those who have come through the Welsh Government Super Sponsor Scheme have found jobs and settled locally. All local authorities also need to find accommodation for Afghans arriving in the UK under the Afghan Resettlement Programme. A shortage of suitable and affordable accommodation, along with the challenges associated with our rurality, will affect our ability to provide suitable long-term accommodation.

The widening of asylum dispersal from 2022 could place further pressure on the housing market as the council plays its part in assisting the Home Office to find short term accommodation for asylum seekers in line with UK Government policy and our aspirations for Monmouthshire to become an accredited county of sanctuary.

| Risk Level (Pre-mitigation) | | | | | Risk Level (Post-mitigation) | | | | | Target risk score |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Likelihood | Impact | Risk Level | Risk Score | Year | Likelihood | Impact | Risk Level | Risk Score | |
| 2025/26 | Likely | Major | High | 12 | 2025/26 | Possible | Major | Medium | 8 | |
| 2026/27 | Likely | Major | High | 12 | 2026/27 | Possible | Major | Medium | 8 | Low (4) |
| 2027/28 | Likely | Major | High | 12 | 2027/28 | Possible | Major | Medium | 8 | |

## Mitigating Actions

| Mitigating Action | Responsibility Holder & Timescale | Mitigation action progress |
|---|---|---|
| Prevent homelessness through Rapid Rehousing | Head of Housing, Strategic Partnerships and Reform<br><br>As per Homeless Transition Plan | The Rapid Re-Housing Transition plan was adopted by Cabinet in April 2023. This sets out the Council's five-year plan to prevent homelessness, increase accommodation and focus support, and includes active buy-in from wider agencies involving homelessness, for example, the role of Health and Social Care is extremely important in homeless prevention and helping people (such as young people and those with mental health issues) maintain their existing accommodation.<br><br>Rapid rehousing is facilitating increased resource into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. The council is working with partner agencies such as the Department for Work and Pensions (DWP) and Shared Benefit Service to support more people at risk of homelessness, granting awards to households to help tackle arrears/debt and households experiencing homelessness to enable them to remain in their current accommodation or access alternatives. These areas of work have contributed to increasing the percentage of households prevented from homelessness to 76%. |
| 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 | Head of Housing, Strategic Partnerships and Reform | The RLDP was recently approved by Council for submission to Welsh Government. The delivery of the RLDP will be key to increasing the availability of housing in the county; the plan has allocated 50% affordable housing on each site and is introducing enabling policies which will allow for further affordable housing developments to come forward. This includes facilitating more single person accommodation in the county which is currently extremely limited and is a factor contributing to homelessness |

| | | |
|---|---|---|
| | As per Homeless Transition Plan | 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. The Council has also started to acquire accommodation for temporary accommodation. We have worked with housing association partners to make additional general needs social housing available for homeless households. There is a need to determine how much scope there is to allocate further social housing to homeless applicants without being overly detrimental to other housing need groups. The increased support for those at risk of homelessness, combined with the increase in availability of both temporary and settled accommodation, have contributed to the reduced use of bed and breakfast (B&B) accommodation.<br><br>As part of the focus to reduce the use of unsuitable and costly B & B, a key initiative has been to repurpose Severn View, a former residential home, to temporary homeless accommodation with dedicated support. This will help mitigate against the need to use B & B.<br><br>The general homeless position is enabling a review of Monmouthshire Lettings with a view to reducing the stock whilst also reconfiguring the portfolio in terms of quality, location and type. |
| Prepare an RLDP to address the county's issues/challenges, including in relation to the provision of housing (market and affordable) and employment opportunities, and to facilitate the identification and allocation of additional housing land and appropriate employment land, with associated infrastructure. | Chief Officer Place<br><br>Head of Housing, Strategic Partnerships and Reform<br><br>Ongoing | Detailed update contained in risk 10. |
| Work with partners including Welsh Government, UK Government, local sponsors and landlords to identify a range of accommodation to accommodate Ukrainian refugees and those arriving from Afghanistan. | Chief Officer People, Performance and Partnerships<br><br>Ongoing | The authority has been successful helping those fleeing the war in Ukraine to find properties in the area. Residents participating in the Homes for Ukraine Scheme have gone above and beyond what was initially asked of them. We have exceeded the 'population share' of refugees identified by Welsh Government.<br><br>Recognising the challenges faced by this community, we have a specialised team comprising of two homeless prevention workers, complemented by dedicated translation and administration support. Our approach involves close collaboration with local landlords to cultivate strong local networks and access to properties, addressing concerns related to affordability and financial assessments. We have also begun to work in collaboration with other rural authorities and the Strategic Migration Partnership and the WLGA to develop solutions suited to rural authorities. |
| Work with national providers and the Home Office to identify suitable accommodation for those fleeing persecution and ensure that appropriate support services, including trauma informed support, are available. | Chief Officer People, Performance and Partnerships<br><br>Ongoing | The Home Office has made all local authorities Asylum Dispersal Areas. This has broadened the responsibility for accommodating asylum seekers in Wales which had previously been shouldered by a small number of authorities. The Home Office's continues to struggle to find suitable affordable properties in Monmouthshire. Officers continue to meet with the Wales Strategic Migration Partnership and Home Office and indications are that some a small number of properties. The small number of properties we had expected to come forward in 2024-25 are now anticipated in the first half of 2025-26. |

**Appendix 2 – Risk Radar**

In line with Strategic Risk Management Policy, the Council has developed a risk radar. The radar outlines some of the potential risks that Monmouthshire may face over the coming years. This report draws on national and global emerging risks identified in a range of horizon scanning reports, including most prominently the World Economic Forum (WEF) global risks report, UK Government's National Risk Register and Welsh Government's Future Trends Report. Evidence from this will help inform risk management by highlighting the key uncertainties and challenges that may affect our organisation's objectives and operations. Consideration will be given to the annual Risk Radar Report when identifying and managing strategic risks and in the Council's wider service planning.

A range of evidence is collated to inform the radar. An overview of risks identified on the radar can be seen below. Risks have been categorised by a main factor and timescale, some will impact across multiple factor categories and varying timescales.
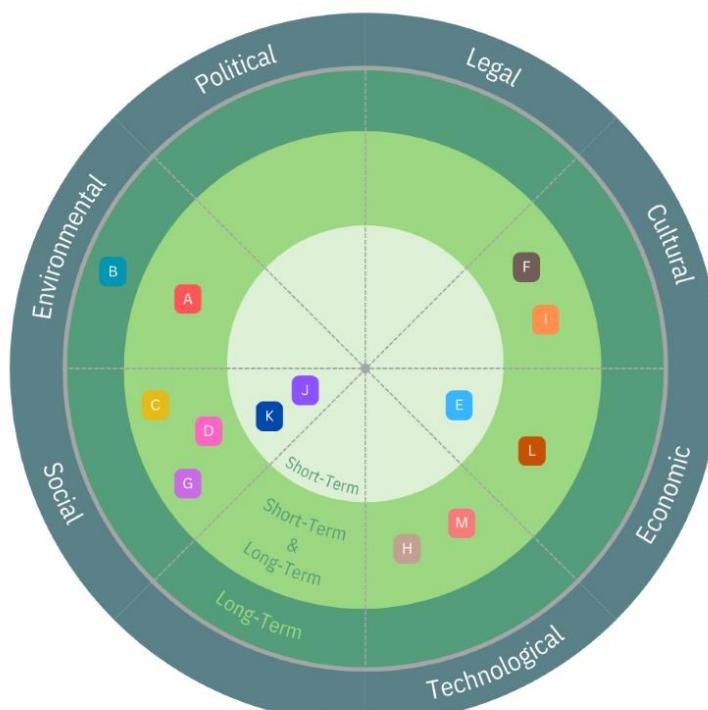


A — Increasing frequency of extreme weather events/changes in weather patterns which may impact Monmouthshire communities

B — Declining ecosystem resilience and biodiversity loss which threatens the ability of natural resources to provide benefits to current and future generations

C — Growing inequality in societies, particularly income inequality

D — An ageing demographic and decreasing numbers of young people which may result in increased pressures in social care and labour market challenges

E — Increasing levels of economic uncertainty paired with geopolitical instability

F — Growing misinformation and disinformation which may widen societal divides

G — Growing societal polarisation as a result of growing political and societal isolation and fragmentation

H — Cyber attacks increasing in frequency and complexity

I — Malicious threats which aim to disrupt our way of life and could threaten communities

J — Major adult social care provider failure which will impact those with care and support needs

K — A pandemic which may impact communities, particularly the most vulnerable

L — Recruitment and retention issues, particularly in digital and data sectors, which may restrict ability to deliver services

M — Increased use of Artificial Intelligence which could have both positive and negative implications on the Council

**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.

Target risk scores are also used in risk assessments. These indicate the optimal risk score that could be achieved following successful mitigation, within the context of available resources. Some target risk scores may remain the same as post-mitigation risk scores; this indicates that risk scores are not able to be lowered further with available mitigation.

| | 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) |