SUBJECT: Strategic Risk Assessment 2015

MEETING: Joint Adult and Children and Young People Select

Committee

DATE: 15th December 2015

DIVISIONS/WARDS AFFECTED: AII

1. PURPOSE:

1.1 To provide members with an overview of the current strategic risks facing the authority as provided in appendix 1.

2. **RECOMMENDATIONS:**

- 2.1 That members consider the strategic risks presented for the next three years, in particular those of relevance to the committee and scrutinise the extent to which:
 - all relevant risks facing the authority are appropriately captured,
 - the level of risk applied is appropriate based on the matrix in the council's risk management policy and guidance (appendix 2) and
 - mitigating actions are proportionate and appropriate
- 2.2 That members use the risk assessment on an on-going basis to hold the responsibility holders to account to ensure that risk is being appropriately managed.
- 2.3 Use the risk assessment to inform the future work programme of the committee.

3. KEY ISSUES:

- 3.1 The risk assessment ensures that:
 - Strategic risks are identified and monitored by the authority.
 - Risk controls are appropriate and proportionate
 - Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 The existing risks on the Strategic Risk Assessment have been updated based on evidence available in 2015, as presented at Appendix 1. Changes to the council's risk management policy were approved by Cabinet in March 2015. These are:
 - including pre-mitigation and post-mitigation risk scores, this was also a key recommendation from scrutiny of the 2014 risk assessment

• ensuring greater clarity to the phrasing of risk so that each statement includes an event, cause and effect as shown below:

Event	Cause	Effect
Risk ofFailure toLack of	Because ofDue	Leads toand/or
Loss ofUncertainty of	toAs a result of	result in
Inability toDelay in		

- 3.3 The risk assessment only covers high and medium level risks. Lower level operational risks are not registered unless they are projected to escalate within the three years covered. These need to be managed and monitored through teams' service plans. The pre and post mitigation risk levels are presented separately. In most cases mitigating actions result in a change to the likelihood of the risk rather than the consequences as our actions are generally aimed at reducing the chance of a negative event occurring rather than lessening it's impact. Clearly there will be exceptions.
- 3.4 Following presentation to select committees, the risk assessment will be presented to Cabinet for sign off. Prior to this, it will also form part of budget papers for discussion at Council to reflect alignment with strategic risks and proposed budget decisions the Council is taking.
- 3.5 The risk log is a living document and will evolve over the course of the year as new information comes to light. An up-to-date risk log is accessible to members on the Council's intranet The Hub. This will ensure as well as the ongoing specific scrutiny of the risk assessment annually, that select committees are able to re-visit the information at any point in the year to reprioritise their work plan as appropriate.

4. REASONS:

4.1 To provide timely and contributory information to the authority's performance management framework in ensuring that the authority is well-run and is able to contribute to achieving sustainable and resilient communities.

5. AUTHOR:

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Appendix 1

Ref	Risk	Reason why identified	Risk l Year	·	re – mitig Impact		Mitigation already undertaken	Future Actions and timescales	Risk Year		ost – miti Impact		Service & Risk Owner	Cabinet Member	Select Committee
1 ne w	The authority is unable to deliver its political priorities in the future because it does not yet have clarity on its future business model or longer term financial plan.	While work is continuing on the need to address the longer term issue of a reducing resource base as part of the MTFP, these are often only looking 2-3 years ahead which will mean the authority does not have a longer term financial plan and its current business model could become unsustainable in the long term. The Council's partnership administration continuance agreement sets clear priorities and performance expectation in line with these resource priorities, this only extends to 2017. The introduction of the Wellbeing of Future Generations Act requires us to plan on a decadal and generational basis and our current models do not extend to this timeframe. Lack of understanding of the future model of the organisation means it is difficult to develop consistent Workforce planning, preparing a workforce plan for the authority is a proposal for improvement from Wales Audit Office Annual Improvement report 2014/15.	2015 /16 2016 /17 2017 /18	ble	Major Major	Med ium Med ium	The Budget setting process has set a number of guiding Principles to help focus the process of developing budget savings. In October 2015 Cabinet agreed a report setting out the budget proposals that have been developed particularly focused on the next year (2016-17) for budget consultation with Members, the public and community groups. Work is continuing on the need to address the longer term issue of a reducing resource base. Further work is continuing on proposals to address the savings in the latter years of the MTFP.	To develop and specify the business model for the authority in the long term. Ensure the Council's key delivery strategies Improvement Plan, MTFP, People Strategy, Asset Management Plan and iCounty Strategy all align to this model. Extend planning timelines for council's key strategic documents to ten years.	2015 /16 2016 /17 2017 /18	Unli kely Unli kely	Major Major	Low	Paul Matthe ws	Peter Fox	All

Risk	Reason why identified	Risk I Year		re – mitig Impact	Mitigation already undertaken	Future Actions and timescales	Risk Year	ost – miti Impact	 Service & Risk Owner	Cabinet Member	Select Committee
Some services may become financially unsustainable in the short to medium term as a result of reducing budgets and increasing demand	- From April 2016/2017 we have to make savings of £6.319m. We have looked at making savings amounting to £4.176m. We still have a gap of £1.743m to close and we need to continue to look at ways to do this. These are on top of the £5.8m savings we are working on to achieve the 2015/2016 budget. - This is after several years of reducing budgets (over £22 million in last 5 years) resulting in achieving further savings becoming increasingly more challenging. - At Month 6 of the 2015/16 budget the bottom line situation is a £1,066,000 (0.7%) potential overspend. In October 2015 the MTFP had modelled budgetary pressures up to 2019/20 of £6.5million. - A range of services have identified demand for services is increasing including planning, housing and public protection. - A range of services have identified the risk of not complying with legislative changes for example Welsh Language Standards. - An ageing population and complexity of demand in children's services will place increased pressure on services. - Children's services is forecast to overspend by £1.1M	2015	hood Unli kely	Major Major	In January 2015 council agreed the Medium Term Financial Plan (MTFP) to set the 2015/16 budget with a 4.95% increase in council tax and a small contribution from reserves of £40,000. This includes £4.8million of specific saving initiatives identified for 2015/16. Work has continued to refine the modelling assumptions and outline the income generation or savings proposals that will need to be considered as part of the MTFP. The effect of the roll forward of the model, revised assumptions and pressures a revised gap of £11 million over the period of the plan 2016/17 – 2019/20 at October 2015	- Continue to develop Budget Mandates to deliver savings for April 2016/17 onwards Monitor progress against existing mandates that are part of the MTFP and report progress to Cabinet and Select Committee quarterly Develop a recovery Plan for the current year revenue budget 2015/16 - Engage with the public, members and community groups on emerging proposals for the 2016/17 MTFP Agree proposals to balance the MTFP in 2016/17 to 2018/19 taking into account the need to match the expected performance targets with adequate resources Consider how best to use capacity fund and any external funding sources to supplement the change programme required - Ensure that the detailed business cases that will deliver the MTFP are fully costed, stress-tested and managed - Review contractual arrangements to balance stability, value for money & risk - Implement a three year service and financial plan in children's services to ensure the service is able to deliver a balanced budget and continue to develop workforce practice.	2015 /16 2016 /17 2017 /18	Major Major Major		Phil Murphy	All

Risk	Reason why identified	Risk I	Level (P	re – mitig	ation)	Mitigation already undertaken	Future Actions and timescales	Risk	_evel (P	ost – mit	igation)	Service	Cabinet	Select
	·	Year		Impact				Year	Likeli		Risk	& Risk	Member	Committee
A failure to meet income targets could lead to	- An increasing numbers of services have stretching income	2015 /16		Mode rate	Med	An income generation strategy has been agreed by Cabinet	- Continue to Monitor the delivery of budget proposals	2015 /16	Likel y	Mode rate	Mediu m	Joy Robson	Phil Murphy	All
other services or a call on reserves to balance	- Some services have limited skills and experience of income	2016 /17	Likel y	Subst antial	Med	Roll of communications and engagement team has been	budget - Implement the income	2016 /17	Poss ible	Subst antial	Mediu m			
the budget.	 Other programmes can impact on planned savings targets for example the loss of income from the swimming pool in Monmouth as a result of school rebuild. 48% of the income related mandated budget savings for 	2017 /18	Likel y	Subst antial	Med ium	Fixed term appointment of marketing officer made to support service delivering budget mandates. e.g. school meals Monitoring and challenging progress on existing income targets.	ideas listed in the appendix to the income generation strategy to explore if there is any scope to increase income for the future years in the MTFP. - Develop a Recovery plan of alternative savings to present to members to agree at Cabinet in	2017 /18	Poss ible	Subst antial	Mediu m			
Potential that the	achieved at month 6. - There are forecast delays in			Major	Med	The Asset Management Plan was	-Implement the Asset	2015	Poss	Major	Mediu	1	Phil	Economy
otential that the are forecast delays in capital receipts from 2015/16 to future years. At month 6, £5.2 million of the £10.2million capital receipts not generating the required are forecast delays in capital receipts from 2015/16 to future years. At month 6, £5.2 million of the £10.2million capital receipts originally forecast to be delivered in the			Major	ium Med ium	2014 providing a clear strategy and plan for the management of the council's property and land	structure to effectively manage property assets that the Council owns or occupies aligned to key		Poss ible	Major	m Mediu m	Hill- Howell	Murphy	and Developm ent	
income	year (2015/16) are forecast to be achieved. - Reduction in capital budget	2017 /18	Likel y	Major	High	assets.	needs -Ensure resource is available to maintain sale of assets	2017 /18	Poss ible	Major	Mediu m			Strong Commun ies
Pressure on capital budget from 21st Century schools programme will impact on other areas requiring capital investment.	 - Ambitious 21st Century Schools programme and need to provide Welsh medium education - The core programme has been constrained in order to enable the new schools programme to be funded. 						use of Community Infrastructure Levy when available - Further refinement of priority assessments in the property and							
	 - A number of significant pressures are documented that are not currently funded. - In the event of emergency pressures resources will have to 						all pressures have been considered and ranked.							
	be diverted due to lack of capacity in the capital budget - Highways and property surveys highlight significant capital demand which is presently													
	A failure to meet income targets could lead to unplanned changes in other services or a call on reserves to balance the budget. Potential that the authority is unable to deliver its new schools capital programme due to capital receipts not generating the required income Pressure on capital budget from 21st Century schools programme will impact on other areas requiring capital	A failure to meet income targets could lead to unplanned changes in other services or a call on reserves to balance the budget. - Some services have stretching income targets as part of their budgets. - Some services have limited skills and experience of income generation. - Other programmes can impact on planned savings targets for example the loss of income from the swimming pool in Monmouth as a result of school rebuild. - 48% of the income related mandated budget savings for 2015/16 are forecast to be achieved at month 6. 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At month 6, £5.2 million of the £10.2million capital receipts originally forecast to be delivered in the year (2015/16) are forecast to be achieved. - Reduction in capital budget - Ambitious 21st Century Schools programme has been constrained in order to enable the new schools programme to be funded. - A number of significant pressures are documented that are not currently funded. - In the event of emergency pressures resources will have to be diverted due to lack of capacity in the capital budget - Highways and property surveys	A failure to meet income targets could lead to unplanned changes in other services or a call on reserves to balance the budget. - Some services have limited skills and experience of income generation Other programmes can impact on planned savings targets for example the loss of income from the swimming pool in Monmouth as a result of school rebuild 48% of the income related mandated budget savings for 2015/16 are forecast to be achieved at month 6. 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Ref	Risk	Reason why identified	Risk l Year	evel (Pr Likeli hood	re – mitig Impact		Mitigation already undertaken	Future Actions and timescales	Risk Year		ost – miti Impact		Service & Risk Owner	Cabinet Member	Select Committee
5	Potential that the Council does not make sufficient progress in areas of weakness identified by regulators leading to underperformance	- Following a positive performance trajectory over the past three years it will be challenging to deliver further improvements against key performance indicators Education services currently remain in special measures, although feedback from the Monmouthshire Recovery board is positive - Latest published WAO Annual Improvement Report highlighted "that it is uncertain whether Monmouthshire will comply with the requirements of the Local Government Measure during 2015-16" a significant factor in this conclusion is that the Council's education services for children and young people still require special measures.	2015 /16 2016 /17 2017 /18	ble	Subst antial Subst antial	Med ium Med ium Med ium	Worked With the Ministerial Recovery Board to address recommendations in the last Estyn Report and we have seen marked improvements in performance from Foundation Phase to Key Stage 4. We have strengthened our performance management processes and introduced further self-evaluation arrangements	- Manage our actions in response to Estyn, CSSIW and WAO via existing mechanisms including the Post Inspection Action Plan and directorates' service planning. - Report Proposals for improvement and overview of performance arrangements to audit committee. - Complete a review of our self-evaluation procedure and implement any changes to the process to ensure that performance is evaluated and any problems are identified and acted upon.	2015 /16 2016 /17 2017 /18	ible	Subst antial Subst antial	Mediu m Low	Sarah Mc- Guinne ss & Will McLean	Peter Fox Geoff Burrows Liz Hacket- Pain	СҮР

harm to vulnerable in a given year is low. However children or adults due to factors outside our in a given year is low. However the significant harm that can occur due to factors that are 2016 Possi Major	ium safeguarding arrangements in both Adults and Children's a ajor Med Services. si ium We commissioned Ellis Williams p	evaluate process and practice and review accountability for safeguarding	/16	Poss ible	Major	Mediu	Owner Tracy	Liz	СҮР
2017 Possi Major I	ium Safeguarding arrangements and are addressing his findings via the safeguarding service plan. We have raised awareness of safeguarding across the authority and its partners. A number of reviews and also constructive self-evaluation by the authority has identified what looks like good practice in safeguarding. The authority has used these to scope how far it effectively delivers on safeguarding of both adults and children and young people. A corporate safeguarding coordination group is looking at how to progress the strategic and operational accountabilities. The authority has given a clear strategic accountability for safeguarding to the chief officer for SC&H by incorporating the	plans for POVA and Safeguarding - Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse - Undertake a second review of safeguarding policy continue to promote and review safe recruitment practices Implement second phase of the SAFE process - Drive the strategic agenda and the associated programme of activities for safeguarding through the Corporate Coordinating Group	/17 2017	Poss ible Poss ible	Major	Mediu m Mediu m	Jelfs/ Julie Boothr oyd	Hacket Pain Geoff Burrows	Adults

Ref	Risk	Reason why identified	Risk I Year	Level (Pi Likeli hood	re – mitig Impact		Mitigation already undertaken	Future Actions and timescales	Risk Year		ost – mit Impact	Risk Level	Service & Risk Owner	Cabinet Member	Select Committee
7	Failure to meet the needs of individual learners may result in them not achieving their full potential.	- Gap in attainment between 'all pupil' and the eligible for Free School Meals cohort has narrowed in some key stages but remains a significant issue - Variation in standards across schools - To date we have not in all cases appropriately supported pupils with additional learning needs - Poor assessments in some schools due to leadership, management, capacity and performance issues - Unsustainable provision to	2015 /16 2016 /17 2017 /18	У	Major Major	High High Med ium	We progressed the review of Additional Learning Needs strategy and policy. The first stage of a new policy was adopted by Cabinet in November 2014. Better targeted intervention based on better understanding of individual pupils potential. We continued working with the EAS to ensure: • That the gap in performance between pupils receiving free school meals and those not	- Continue to self-assess and deliver effective responses to the Estyn inspection recommendations - Ensure that the Additional Learning Needs review delivers a sustainable, adequate and appropriate support to pupils with Additional Learning Needs - Ensure the commissioned arrangements with the EAS address the authority's concerns in challenging and supporting schools - Deliver the Welsh Education Strategic Plan in collaboration	2015 /16 2016 /17 2017 /18	У	Major Major	High Mediu m Mediu m	Sarah Mc- Guinne ss	Liz Hacket Pain	СҮР
	Data dialahat as asil	meet the demand for Welsh Medium education provision - Not achieving the number of A* and A grades amongst the cohort of more able and talented pupils	2015				receiving free school meals is narrowed • Greater scrutiny of the Pupil Deprivation Grant (PDG) expenditure to tackle the impact of poverty on pupil learning and performance	with neighbouring authorities	2015		C. hat		Pale	DI. I	
8a	Potential that council services, including schools do not have the necessary ICT infrastructure meaning they are unable to	- The SRS review has identified scope for improvement and greater realisation of opportunities for its partner bodies.	2015 /16 2016 /17	Likel y Likel y	Subst antial Subst antial	Med ium Med ium	Officers have now completed the SRS review, and it has been scrutinised by MCC's Economy and Development Select and Audit Committees.	-Work with the SRS Board to implement the findings of the review specifically around: finance and the core service, governance and cultural and identity	2015 /16 2016 /17	У	Subst antial Subst antial	Mediu m Mediu m	Peter Davies	Phil Murphy Bob Green- land	Economy and Developm ent
	maximise their offer to service users or learners needs.	- Schools and the EAS depend on reliable equipment and support from the SRS to implement systems for pupil tracking and to meet curriculum needs The Wales Audit Office Annual Improvement report 2014/15 identified the Council is developing its Information Technology arrangements in order to support its strategic	2017 /18	Likel y	Subst	Med	Member organisations now agree an annual commissioning document with the SRS, detailing the individual services to be bought in from the SRS. Linked to the Council's Asset Management plan a whole authority review has been undertaken of network infrastructure and will be updated alongside the acquisition or disposal of buildings.	Following the approval of the SRS strategy in November 2015, develop a strong business plan, aligning with the strategy and MCC's direction of travel. Work with the SRS to further strengthen business continuity arrangements within the SRS. The review date is January 2016	2017 /18	Poss ible	Subst	Mediu m		Idiid	
		vision but more work needs to be done.					or disposal of buildings	Implement phase 1 of the ICT in schools improvements,							

Ref	Risk	Reason why identified	Risk I Year		re – mitig Impact		Mitigation already undertaken	Future Actions and timescales	Risk Year		ost – mit Impact		Service & Risk Owner	Cabinet Member	Select Committee
							The council has approved a business case for £885,000 of investment in schools ICT infrastructure, bringing it up to a common standard and platform commensurate with the 21st century schools programme and WG aspirations for connectivity.	upgrading equipment and infrastructure as well as implementing SIMS in the classroom. This first phase is due for completion in July 2016. Phase 2 will see the migration of school based server infrastructure up to the SRS over an 18 month period. The revised SLA will become operational in April 2016							
8b	Insufficient ICT infrastructure and skills in the county have the potential to lead to social and economic disadvantages	- Broadband 'not spots' remain in the county despite Monmouthshire being part of the roll-out of Superfast Cymru; -It is likely that 4-6% of our most rural areas will not be impacted by this roll out A significant skills issue exists in the County. 19% of households don't have internet access and 20% (approximately 14,363) adults in Monmouthshire don't use the internet. Monmouthshire residents have high demand for broadband services, Ofcom figures indicating a 74% adoption rate. Other drivers include the council needs to prepare for increased digital public service delivery, the implementation of the Online Universal Credit system, children's learning opportunities and the provision of digital health care.	2015 /16 2016 /17 2017 /18	y Likel y	Subst antial Subst antial Subst antial	Med ium Med ium Med ium	AB Internet have been awarded funding from UK Government to provide wireless broadband coverage to 1600 rural households and premises suffering from a poor broadband connection. The Council is working with AB Internet, the UK and Welsh Government to enable the delivery of the project albeit within a very tight timeframe. A Monmouthshire broadband mapping study identifying future opportunities was completed and presented to Cabinet in March 2015. This secured resources to ensure that the potential of Superfast Cymru and associated programmes identified are maximised for the benefit of Monmouthshire businesses and residents, Including: - Continued promotional activity to support the Super-connected Cities voucher Scheme. - Local promotion and maximisation of the WG ICT exploitation programme - Completion of a Digital Monmouthshire section on the	-Deliver the I County digital road map which has three main areas of focus: 1) internal systems, processes, data and infrastructure 2) community, economic, business and education dimensions 3) opportunities for commercialisation Promote the rollout and exploitation of high speed broadband across the County for both businesses and communities. A funding application to the new RDP for an urban/rural skills programme.	2015 /16 2016 /17 2017 /18	У	Subst antial Subst antial	Mediu m Mediu m	Peter Davies	Phil Murphy Bob Green- land	Economy and Developm ent

Ref	Risk	Reason why identified	Risk l Year		re – mitig Impact		Mitigation already undertaken	Future Actions and timescales	Risk Year		ost – mit Impact		Service & Risk Owner	Cabinet Member	Select Committee
9	Reductions in our workforce due to budgetary pressures will impact on our capacity to deliver transformational change and improve performance.	- Our people are central to the success of our council and county. Organisational culture impacts on our ability to address future challenges and make sustained improvements in areas that require it. - Continued economic constraint and local government reform can impact on staff morale and service objectives. -The number of employees has reduced in recent years, the head count at 31st March 2015 is 3,849. - Corporate self-evaluation identified we need to do more to support staff - A range of services have identified risks to their capacity for service delivery.	2015 /16 2016 /17 2017 /18	Possi ble	Subst antial Subst antial	Med ium Med ium	new Monmouthshire Business and Enterprise website. By September 2015 32,900 premises in Monmouthshire have been enabled with high speed fibre broadband. The people and organisational development strategy was further developed following engagement with staff and was subsequently focussed on developing people within and outside the organisation. The Monmouthshire Minds group consisting of 60 members of staff were established to enable us to "test" the meaningfulness of the strategy; helping disseminate and promote involvement and publicise the staff survey. A staff survey has been completed and the findings used to inform the action plan as part of the People and Organisation Development Strategy. Based on feedback received, the staff appraisal process, check in check out, is being reviewed and	- Continue to engage with staff on the People and Organisational Development Strategy to ensure the strategy continues to focus on addressing identified needs. -Take forward the activities in the programme plan of the strategy which brings together the many facets of people and organisational development we run to provide support and development for people whether they are inside or outside of our organisation. - Implement the updated staff appraisal process, check in check out, across the organisation.	2015 /16 2016 /17 2017 /18	Poss ible	Subst antial Subst antial	Mediu m Mediu m Low	Peter Davies	Phil Murphy	Strong Communit ies
10	Not having appropriate	Concerns on overlapping and	2015		Subst	Med	further developed. A community governance review	Council to consider and agree	2015	Poss	Subst	Mediu		Phil	Strong
	governance mechanisms does not make it easy for communities to work with us when we are co- delivering and co-	complicated community governance structures have led to some dissatisfaction amongst community stakeholders.	/16 2016 /17	ble	Subst antial	Med ium	has been completed. A members seminar was held to discuss the suggestions in the Community Governance Review.	the community governance action plan endorsed by Cabinet in October 2015 to clarify structures and align process and delivery frameworks to support	/16 2016 /17	ible	Subst	Mediu m	Beirne / Will McLean	Hobson	ies
	developing services which will impact on our	There is a recognised disconnect between the process and	2017 /18	ble	Subst antial	Med ium	A volunteer coordinator was appointed and is leading the	community governance. Take the actions from the review to	2017 /18	Unli kely	Subst antial	Low			

Ref	Risk	Reason why identified	Risk L	.evel (Pi	re – mitig	ation)	Mitigation already undertaken	Future Actions and timescales	Risk	Level (P	ost – mit	igation)	Service	Cabinet	Select
		,	Year		Impact		,		Year		Impact	and grade and a contract of the contract of th	& Risk Owner	Member	Committee
	shared ability to deliver sustainable and resilient communities.	delivery frameworks set up to support community governance. The Council works collaboratively to deliver a variety of services and is increasingly considering alternative delivery models to sustain services. The council has already agreed an approach to involving volunteers and community organisations.					council's A County That Serves volunteering programme that aims to support and enable volunteers. As part of the budget setting process a budget mandate proposal to develop a 'Local Fund' across the county into which Town and Community Councils can make a contribution to sustaining the services they feel are most important to the wellbeing of their towns has been	each locality for further development and consideration reflecting local needs and priorities. Continue to implement the "A County That Serves volunteering programme" Continue to implement the volunteer tool kit to clarify information, procedures and processes on volunteering					Owner		
11 ne w	The current configuration of the recycling service becomes unviable because of legislation requirements and financial constraints.	Monmouthshire does not currently collect recycling in line with the preferred Welsh Government method. The review of the existing Welsh Government environmental grant worth £1.9m to the service could be cut by 50% in 2016/17. An Increase in recycling costs, the potential Welsh Government grant reduction and growth in waste tonnages means the waste service has an existing £1.4 million total pressure modelled in the Medium Term Financial plan over 2016/17 and 2017/18.	2015 /16 2016 /17 2017 /18	Unli kely Likel y Likel y	Mode rate Subst antial Subst antial	Low Med ium Med ium	developed. A review of the Monmouthshire recycling service is currently being finalised. The initial findings of the review presented to cabinet in December 2014 identified that the service was currently compliant with EU regulations but that further work over 2015 will be undertaken to determine the long term recycling strategy and compliance with EU legislation and Welsh Government policy. On-going liaison with Welsh Government on the Environmental Grant funding, its importance to the service and positive impact it makes on the long term strategy.	To complete the recycling review report to determine the Council's long term recycling strategy and submit for Select Committee Scrutiny in January 2016 and cabinet approval in March 2016. To continue to liaise with Welsh Government on Environmental Grant funding.	2015 /16 2016 /17 2017 /18	Unli kely Likel y Likel y	Mode rate Subst antial Subst antial	Low Mediu m Mediu m	Rachael	Bryan Jones	Strong Communit ies

Risk Matrix

The Council uses a 'traffic light' system of Red/Amber/Green associated with High/Medium/Low. A copy of the full policy and guidance is available to staff and members on The Hub.

	major	Low	Medium	High	High
Severity	substantial	Low	Medium	Medium	High
Impact/Severity	moderate	Low	Low	Medium	Medium
	minor	Low	Low	Low	Low
	'	Unlikely	possible	Likely	Almost certain
			Likelih	nood	

¹ Recent figures obtained from the 'Get Monmouthshire On Line'