

SUBJECT:	Effectiveness of Strategic Risk Management Framework
MEETING:	Governance and Audit Committee
DATE:	12th June 2025
DIVISIONS/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To provide the committee with an assessment of the implementation of the council's strategic risk management framework which is an integral part of the authority's corporate governance arrangements.
- 1.2 To provide members with an overview of the current strategic risks facing the authority.

2. RECOMMENDATIONS:

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

3. KEY ISSUES:

- 3.1 Governance and Audit Committee has a specific role in providing independent assurance of the adequacy of the council's risk management framework. The committee also has a role in assessing the authority's corporate governance arrangements, of which risk management is an important part. An integral part of the strategic risk management arrangements is the Whole Authority Strategic Risk Register. The strategic risk assessment ensures that:
 - Strategic risks are identified and monitored by the authority
 - Risk controls are appropriate and proportionate
 - Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 The council's strategic risk management policy and guidance helps ensure strategic risks are identified and assessed robustly, risk controls are put in place that are appropriate and proportionate, and risks are supported by effective mitigations to ensure, as far as possible, risk reduction/risk management. The report is made up of two parts:
 - Part 1 provides a self-assessment of the effectiveness of the operation of strategic risk management arrangements in line with the strategic risk management policy.
 - Part 2 provides an overview of the strategic risk register and key amendments, including the strategic risks, the risk levels pre and post mitigation, the risk owner who has agreed the update, and any key changes, such as adjustments to risk levels or mitigating action updates.

Part 1 - Effectiveness of strategic risk management arrangements

- 3.3 The updated strategic risk management policy was agreed by Cabinet in June 2024 following consideration and feedback by Governance and Audit Committee. The policy aims to strengthen strategic risk management arrangements. Some of the main updates include:
 - Integrating related corporate risk management arrangements that the council has in place through which risks are identified and managed.
 - The requirement and responsibilities to consistently produce directorate risk registers, supporting the identification, management, escalation, and de-escalation of strategic risks.

- The further definition of the Council's risk appetite, using a 'risk appetite range' for various categories of risk that are based on organisational activity.
- 3.4 A period of transition in implementing the policy was agreed to allow the council time to strengthen arrangements in line with the revised policy. Updates to the strategic risk register have now been made in line with the revised policy, including the addition of risk categories, appetite levels, treat/tolerate categories and target risk scores. There remain some areas for development to strengthen arrangements, including:
- Developing remaining directorate risk registers, to embed these in the risk management process.
 - Strengthening risk management training and awareness for all officers.
- 3.5 In line with policy commitments, the Council has also developed a risk radar, appendix 4. The radar outlines some of the potential risks that Monmouthshire may face over 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.
- 3.6 Appendix 1 provides a self-assessment of the effectiveness of the operation of strategic risk management arrangements. This incorporates an assessment of the progress made in implementing the new or amended requirements of the new policy.
- 3.7 In September 2024 the committee received a report providing an overview of the effectiveness of corporate risk control policies aligned with the council's revised strategic risk management policy. It was agreed that the committee subsequently receives a further update on the arrangements as an additional part of the regular reporting to the committee on the effectiveness of the Council's strategic risk management arrangements. Appendix 2 provides an update to the committee on the progress with the 'actions planned' for each of the arrangements identified.

Part 2 - Risk Register updates overview

- 3.8 The council continues to operate in a dynamic environment and has controls in place to assess, manage and mitigate, as far as possible, a variety of risks. The strategic risk register regularly evolves and adapts in line with this. This will include adjusting the focus, detail and risk levels of risks where necessary. An overview of the changes to the risks and progress with mitigating actions is provided in Appendix 3. Some of the more significant changes since the last report to the committee in November 2024 include:
- Risk 4, related to the council's workforce, has been refocused due to a change in the nature of the risk; this risk now focuses more on the Council's own workforce planning challenges rather than external labour market changes.
 - The post-mitigation risk scores for risk 9a, related to school attendance, have reduced from high (12) to medium (8) to reflect progress made in implementing mitigating action and positive movement in primary school attendance data.
 - Risk 11, related to climate, has been divided into two separate risks to better reflect differing causes and mitigation required. This also allows for separate assessment of risk levels and targets.
 - The risk relating to increased demand on council support services due to the increased cost-of-living, previously risk 12, has been de-escalated from the strategic risk register to directorate risk registers to manage, reflecting the mitigations put in place for the organisation to support and manage the demand. This recognises that pressures remain for families due

to the increased cost of living, and this risk will continue to be managed on the directorate risk registers of those directorates that are still seeing more families requiring additional public service support as a result of the cost-of-living.

- The risk relating to the increased risk of legal challenge, previously risk 14, has been de-escalated from the strategic risk register. The inherent level of risk relating to legal challenge is carried and mitigated by the legal team.

- 3.9 As part of the current reporting round, target risk scores have been introduced. These indicate the optimal risk score the council has assessed it could achieve, following successful mitigation. This needs to be set in the context of available resource and the bearing the Council's actions can have on reducing the likelihood and/or impact of the risk. In most cases, mitigating actions result in a change to the likelihood of the risk, rather than the potential consequences, as our actions are generally aimed at reducing the chance of a negative event occurring rather than lessening its impact, although there will be exceptions depending on the risk. 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. Risk scores will be continuously reviewed to ensure they fairly reflect realistic ambition.
- 3.10 This report does not include the full risk register or a full update of progress against mitigating actions. Scrutiny of that aspect of the work rests with Performance and Overview Scrutiny Committee and the full register was presented to the committee at their 3rd June meeting. The full strategic risk register will also be presented to Cabinet for consideration at their 25th June meeting. Members of Governance and Audit Committee have access to the papers of other committees should they wish to familiarise themselves with the wider work. All councillors can also access a live version of the risk register on the authority's intranet site.

Chief Officer Commentary

- 3.11 It has been agreed that a commentary from the responsible Chief Officer be added to this report. The responsibility sits with the Chief Officer for People, Performance and Partnerships:
- 3.12 "Having overseen the process of updating the risk assessment I'm satisfied that it presents an accurate assessment of the strategic risks facing the authority over the next three years based on knowledge available to responsible officers at the present time. The assessment of the risk management arrangements that we have in place is fair, identifying both strengths and areas needing improvement. We have made progress with implementing the requirements of the revised risk management policy, there are further requirements we still need to develop and embed in the council to make our arrangements more robust and strengthen their application."

4. REASONS:

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

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

Strategic Risk Management			
<p>The strategic risk register captures the high and medium level strategic risks that face the council in line with the council's risk management policy. This ensures that:</p> <ul style="list-style-type: none"> • Strategic risks are identified and monitored by the authority • Risk controls are appropriate and proportionate • Senior managers and elected members systematically review the strategic risks facing the authority 			
	How well are we doing?	How do we know?	Action & timescale
Is there a collective view of the council's strategic risk management arrangements and risk appetite that is communicated and understood?	<p>The council's strategic risk management policy and guidance has been updated and agreed. The council has also defined its risk appetite and agreed a risk appetite statement. These documents are available on the council's intranet.</p> <p>The policy is being embedded in the council, the requirements have been integrated as part of the Council's performance management framework, including in the service business planning process.</p> <p>The awareness of the policy, and the importance of adhering to it, needs to be further embed through the organisation. There is a need to develop a risk management training offer to support the effective discharge of risk management responsibilities.</p>	<p>Strategic risk management policy and guidance</p> <p>Risk appetite statement</p>	<p>Develop strategic risk management training and guidance – July 2025</p>
Is strategic risk management embedded in the council?	<p>The strategic risk register is updated regularly and available to all members and officers to view at any time. There are arrangements to formally review and report the whole strategic risk register six monthly.</p> <p>Directorate risk registers are being developed to strengthen the management of risks at a directorate level and facilitate risk identification and mitigation between a service (service business plan) and strategic (risk register) level. These have not all been completed by April as initially planned. Further support is being provided to the remaining directorates to establish and develop directorate risk registers in line with the strategic risk management policy.</p> <p>The starting point for identifying risks are often service business plans, where heads of service and service managers identify risk to their service. Quality assurance of these plans has continued to show service-based risk registers are</p>	<p>Strategic risk management policy and guidance</p> <p>Strategic risk register</p> <p>Service business plans risk registers</p>	<p>Work with directorates to establish and develop all six directorate risk registers – September 2025</p> <p>Develop strategic risk management training and guidance – July 2025</p>

	often not robust enough or fully completed. This shows strategic risk management remains not consistently embedded at a service level. Further strategic risk management training, as part of implementing the updated risk management policy will be undertaken.		
Is there a shared understanding of the most significant corporate risks?	<p>The strategic risk register identifies high and medium level strategic risks and ensures risk levels are assessed, and mitigating actions are identified. The register is updated regularly, which ensures it remains focussed on the most significant strategic risks facing the council. It is available to all members and officers to view at any time and has regular reporting arrangements in place. This ensures there is a shared understanding of strategic risks facing the council.</p> <p>The latest update of the strategic risk register has embedded the remaining requirements of the new policy, including risk category, appetite level, treat/tolerate categories and target risk scores. Including these additional elements will strengthen the assessment of risk and should provide members with an additional level of assurance of strategic risk management in the organisation.</p> <p>Service business plans not being robust enough or fully complete impacts on the effectiveness of service risk identification and management. This may subsequently be having an impact on the effective identification and management of strategic risks, although other arrangements in place, including the development of directorate risk registers, will limit this, strengthening service risk registers remains important.</p> <p>A Risk Radar has been developed to identify any emerging risks and opportunities that are relevant to the council. This report will now be used to inform risk identification at all levels and will be regularly presented to the Strategic Leadership Team alongside reviews and updates to the Strategic Risk Register to ensure awareness of possible emerging risks.</p>	<p>Strategic risk register</p> <p>Service business plans risk register</p>	<p>Develop strategic risk management training and guidance – July 2025</p> <p>Continuously review and update the Risk Radar when needed to inform risk identification - Ongoing</p>
Is there integration with other risk control arrangements that	Strategic risk management is an integral part of the Council's activities to support decision-making in achieving its objectives. The updated strategic risk management policy identifies other corporate risk control arrangements that	Strategic risk management policy	Assess progress in implementing the actions to develop or strengthen

facilitate the management of risk?	<p>the council has in place through which risks are identified and managed and need to integrate with strategic risk management policy. These are Health and Safety, Emergency Planning, Insurance, Finance, Internal Audit, Information Governance & Cyber Security.</p> <p>An assessment of the effectiveness of each of these risk control arrangements, following the same process that is used to evaluate the strategic risk management arrangements, was reported to the committee in September 2024. The assessment demonstrates the arrangements in place to identify, respond, monitor and report risk. The assessment identifies actions that need to be completed to develop or strengthen the arrangements. An update on the progress with implementing these actions forms part of this assessment of the effectiveness of risk control arrangements reported to Governance & Audit Committee.</p>	Overview of the effectiveness of risk control policies	risk control arrangements – June 2025
Is there a robust risk management assurance framework in place?	<p>There are arrangements to formally review the whole strategic risk register six monthly. These are facilitated by the performance and data insight team in liaison with risk owners and include review reports to Strategic Leadership Team and cabinet. The strategic risk register is formally reported to Governance & Audit Committee, Performance & Overview scrutiny committee and Cabinet. This provides assurance on the robustness of risk management framework in place.</p> <p>Directorate risk registers are being developed to strengthen the management of risks at a directorate level. These are being facilitated by the performance and data insight team in coordination with Directorate Management Teams.</p> <p>An internal audit review of risk management has been completed and was given a reasonable assurance rating. This identified strengths and some weaknesses. Actions to respond to the recommendations have been agreed and are being implemented. The findings from the review have informed the development of the updated strategic risk management policy.</p> <p>A review of strategic risk management arrangements is reported to Governance and Audit Committee six monthly. Risk management arrangements also form</p>	<p>Strategic risk register</p> <p>Strategic risk management reports</p> <p>Internal Audit review of risk management (March 2024)</p>	Complete actions in response to the internal audit review recommendations – June 2025

	part of the Council's annual self-assessment report. These arrangements are providing assurance of the framework in place and inform the identification of areas for development.		
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Appendix 2 - Update on actions planned for corporate risk control policies aligned with the Monmouthshire County Council strategic risk management policy

Risk process: Internal Audit	Responsibility: Chief Internal Auditor
Purpose of the arrangement Internal audit have a responsibility to oversee the risk management process, and may conduct an audit into the effectiveness of the process to ensure the arrangements in place are robust. There is an internal audit plan in place which is driven by risk identification, and by nature, is a risk based approach, identifying possible weaknesses, or risks, within the organisation and reviewing these. These risks, along with possible ways of managing them, would be made aware to the relevant chief officer. Internal audit are also responsible for the anti fraud, corruption and bribery policy.	
Actions Planned	Progress made
Implementation of Follow-up of Recommendations / Agreed Management Actions App - Implementation March 2025 for 2025/26 financial year	Action Stopped. This was due to a number of key members of staff leaving from within the Digital Team who were leading on the project. A decision has been made to continue with the current method of recommendation tracking until either a new solution is found or resources can be allocated to this project.
Recruitment to Fraud Officer role – Advertise September 2024	A Counter Fraud Officer started work at MCC in January 2025
Increased Anti-Fraud, Corruption and Bribery training across the organisation covering all employees and members – By March 2025	A training module has been developed and launched to all employees and members via Thingi in January 2025. Staff completion rates are being monitored by the Chief Internal Auditor and reported through SLT on a regular basis.
Continue to refine audit planning processes and review of the ‘Audit Universe’ to ensure that all areas of the Council are covered as part of the strategic plan - as part of 2025/26 Internal Audit Planning	The ‘Audit Universe’ was reviewed and updated as part of 2025/26 audit planning to ensure that all areas of the Council and high risks were included within the scope of internal audit.

Risk process: Emergency Planning	Responsibility: Emergency Planning Manager
Purpose of the arrangement The Council’s aim and intention is to anticipate and manage risks proactively rather than deal with the consequences of actual occurrences. Some risks involving key services are best managed through the Monmouthshire County Council Emergency Management Plan; there is a live risk register that is reviewed regularly that captures risks that may require an urgent response. The emergency planning manager is also responsible for ensuring services	

have Business Continuity Plans or procedures in place outlining arrangements to mitigate the impact and consequences of any risks likely to have a serious or major impact on service delivery or on communities in general.	
Actions Planned	Progress made
To identify and train further tactical responses officers in the Council - TCG Awareness training scheduled for delivery in October 2024.	7 new MCC Tactical Coordinating Group (TCG) representatives have been identified and been delivered with training (together with existing MCC TCG reps). In addition, there have been several declared major incidents – including the adverse weather events of Storm Bert, Storm Darragh and the Frogmore Street Fire at Abergavenny. There has been an immediate need for some of those new officers to put the training into effect – as formal emergency response structures have been established and the requirement for TCG representation from MCC has been required at such multi-agency response structures. This has strengthened resilience – but on-going support and training will always be a necessity.
To ensure services business continuity plans are up to date, particularly service areas assessed as more critical for business continuity, together with the council's Emergency Management Plan and related specific response plans - Next formal scheduled update August 2025	Business Continuity Planning is and will continue to be on-going across the organisation but picked up via 3 year rolling work programme. The service is currently writing out to council services to update their Business Impact Assessments (BIAs) which provides the detail and evidence to 'rate' services in terms of priority from a 'life and limb' perspective. The revised MCC Register of Priority Services is anticipated for completion in August
There is continued ongoing assessments of risk through these arrangements, locally this is led via the Gwent Local Resilience Forum Risk Group, which the council is a partner in.	This is an on-going action, and a rolling programme of work will fall out of these risk assessments. The latest sequence of UK / Pan Wales and local risk assessments have now been completed – based on these risk assessments and consideration of current partnership capabilities – the Gwent Local Resilience Forum has now agreed the latest partnership 12 month work programme to mitigate against these risks.

Risk process: Finance	Responsibility: Head of Finance
Purpose of the arrangement The council has set its Financial Procedure Rules which must be adhered to within all council activities. Section 4 of the Financial Procedure Rules document outlines the responsibilities of the Head of Finance in relation to risk management. In relation to the strategic risks and whole authority risks listed in the Strategic Risk Register, the Head of Finance is responsible for ensuring that any financial implications are fed into the budget planning process.	
Actions planned	Progress made

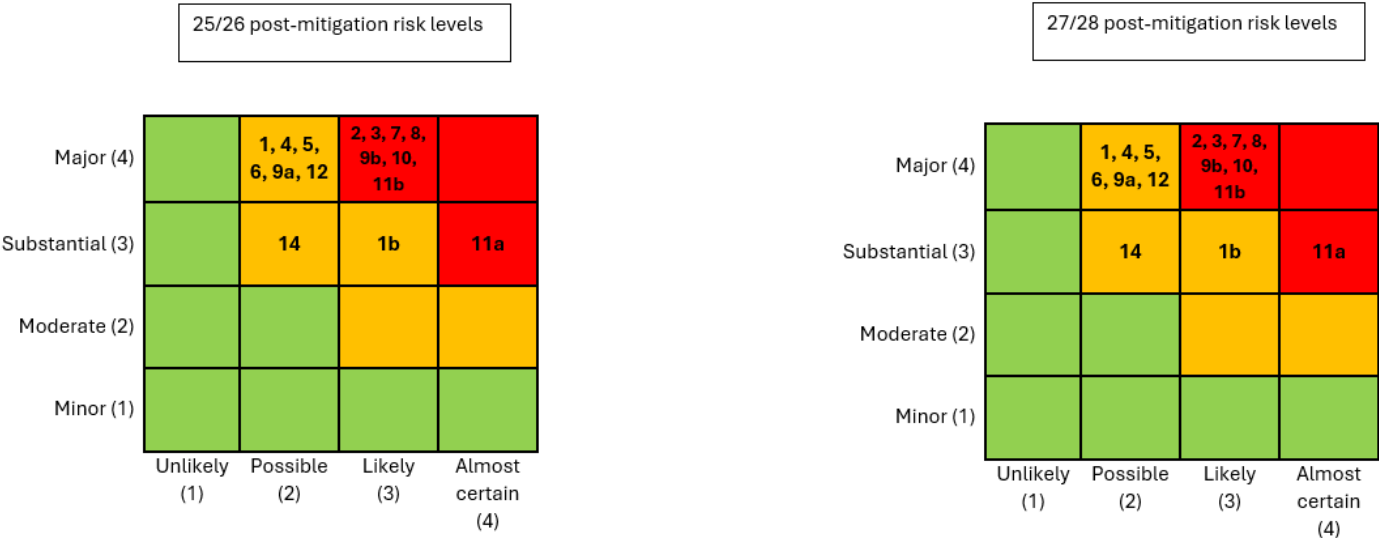
Assess any exposure to risk in delivering the Medium-Term Financial Strategy in line with the Council's risk appetite statement - As part of budget setting process, March 2025	The Council has agreed its budget for 2025/26. The budget was developed guided by a set of principles. The final budget identified key risks remaining to be assessed and managed in 2025/26. Considering these, strengthened financial governance arrangements will continue through 2025/26 to provide assurance that robust arrangements are in place to deliver on service savings, and to respond to any circumstances where further budget pressures might require additional mitigation or savings to be brought forward.
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Risk process: Insurance	Responsibility: Section 151 Officer/Principal Insurances and Risk Management Officer
Purpose of the arrangement Insurance is a key aspect in risk management processes. Some risks are best managed through involving another party in bearing or sharing the risk, i.e. insurance. Ensuring an effective insurance function of risk management is a key priority and legal requirement for the authority. This involves analysing the types of insurance required to cover off the whole authority using in-house data to establish values of coverage required. This includes but is not limited to property, motor and liability. A programme of risk reviews at random property sites are also undertaken for insurance purposes.	
Actions planned	Progress made
Strengthen arrangements for gaining assurance that directorate action is being taken in response to insurance risk reported.	Risk reports and claims history is produced and reported. For example, quarterly reporting is provided to Transport and Highways and regular reporting for Corporate Health and Safety. The Principal Insurances and Risk Management Officer continues to work with service areas to support them to take action in response to insurance risk reported.

Risk process: Information Governance & Cyber Security	Responsibility: Head of Information Security & Technology
Purpose of the arrangement The council is extremely aware of the importance of cyber security; we implement a number of measures to ensure the protection and safeguarding of our information, technology and systems.	
Actions planned	Progress made
No further action identified.	Scrutiny of the SRS, Cyber security and information governance is reported through separately to the Governance and Audit Committee.

Risk process: Health and Safety	Responsibility: Corporate Health and Safety Manager
<p>Purpose of the arrangement</p> <p>Ensuring the health, safety and welfare of employees and others, such as contractors, visitors and members of the public who may be affected by the Council's activities is a key priority for the organisation. The Chief Executive has ultimate responsibility for health and safety. The Deputy chief executive is the Strategic Leadership Team lead for health and safety and the council has a designated Corporate Health and Safety manager. The day to day management of health and safety is delegated to Strategic Directors, Headteachers and Senior Managers who are responsible for ensuring all activities within their Directorate/schools are conducted safely, in accordance with legislative requirements and the Council's health and safety risk management policies.</p> <p>Each Directorate has a nominated health and safety lead responsible for coordinating health and safety activities, including establishing and coordinating a Directorate Health and Safety Working Group. They support managers by providing advice and guidance on health and safety matters or signposting them to more specialist advice as necessary.</p> <p>The Council has a corporate health and safety working group with representation from all Directorates that meets quarterly. This group has an action plan and terms of reference.</p>	
Actions planned	Progress made
Sign off and implement the revised corporate health & safety policy – October 2024	Completed. Corporate Health & safety Policy 2024-2026 was approved by JAG on 7 October 2024 and signed off by the Deputy Chief Executive on 30 October 2024.
Develop a risk-based schedule of review for the Council's suite of subordinate health and safety policies and guidance – October 2024	Completed. Schedule for review of subordinate health and safety policies and guidance in place. Reviews commenced December 2024. All to be completed by December 2026.
Strengthen arrangements for completing health and safety risk assessments and implementing effective controls - March 2025	Work in progress. Renewed Risk Assessment Policy drafted, considered by Corporate Health & Safety Group January 2025, currently subject of consultation. In house risk assessment training being developed and will be available for completion via e learning on Thinqi September 2025. Face to face Dynamic Risk Assessment training currently being delivered to relevant staff.
Strengthen arrangements for gaining assurance that health and safety risks are being identified, suitable controls are in place and are being effectively implemented – March 2025	Completed. Corporate Health and Safety team has been strengthened following a restructure in December 2024 to provide greater assurance around the Council's arrangements for managing health and safety

Appendix 3 - Monmouthshire County Council Whole Authority Strategic Risk Assessment Overview – June 2025



Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Target Risk Score	Changes to risk level/score	Risk category and appetite level	Transfer/ treat/ tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
	<i>Risk identified in the strategic risk register</i>	<i>Risk to delivery of Community and Corporate plan objective</i>	<i>Risk assessed by the level of likelihood of occurrence and impact/ consequence prior to any mitigation</i>	<i>Risk assessed by the level of likelihood of occurrence and impact/ consequence informed by the expected impact of mitigation</i>	<i>The optimal risk score the council has assessed it could achieve following successful mitigation, set in the context of available resource</i>	<i>The rationale for adjusting the risk level since the last risk update report in November 2024</i>	<i>Identifies the risk category and appetite level for each risk, aligned with the whole organisation risk appetite statement</i>	<i>Whether the risk is being transferred, treated, tolerated or terminated – see policy for further detail</i>	<i>Significant planned mitigation actions identified for delivery in the risk register</i>	<i>The progress made and impact, where available, of the planned mitigation actions by May 2025</i>	<i>The owners of the risk, in line with strategic management policy, who have agreed the risk</i>

Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Target Risk Score	Changes to risk level/score	Risk category and appetite level	Transfer /treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
Risks to resources											
1	Potential risk that: Financial pressures and increased complexity of demand for services impact on delivering all of the council’s commitments in the Community and Corporate plan, leading to longer term	All	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)	Risk levels remain unchanged	Strategic Cautious	Treat	Regularly review progress made in implementing the commitments of the community and corporate plan, ensuring resource is targeted in the most pertinent areas	A six-month progress report was presented to Cabinet in December. A self-assessment report will be presented to scrutiny in July ahead of Council in September. The community and corporate plan measurement framework has been revised and agreed by Cabinet in September.	Paul Matthews, Chief Executive & Cllr Mary Ann Brocklesby, Leader

Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Target Risk Score	Changes to risk level/score	Risk category and appetite level	Transfer /treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
	outcomes for the county not being achieved								Review the progress of the Enabling Strategies which support delivery of the community and corporate plan to ensure alignment of resources with policy priorities	The enabling strategies which support the delivery of the community and corporate plan have now been updated. A review of progress made in implementing these is in developed and will be presented for scrutiny in July.	
1b	Potential risk that: A lack of political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects	All	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)	Risk levels remain unchanged	Strategic, Service delivery Cautious	Tolerate	Utilise members seminars and scrutiny workshops to engage and involve all councillors in the development of policy Maintain a fully populated forward work planner of Cabinet and Council business	Members seminars are being used to share developments and involve councillors on significant forthcoming decisions. Scrutiny workshops are being held to seek councillors’ involvement in the development of proposals. An established forward work planner is in place. There is a need to improve the timeliness of completion of the cabinet and council forward plan and align the forward plans of each committee.	Paul Matthews, Chief Executive & Cllr Mary Ann Brocklesby, Leader
2	Potential risk that: Some services will become financially unsustainable in the short to medium term in their current form due to increasing demand and continuing financial pressures	All	2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12)	2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12)	High (12)	Risk levels remain unchanged	Service delivery Cautious	Treat	Ensure that services deliver within budget, deliver savings targets and continue to identify, review and challenge pressures Develop a set of budget proposals for 2025/26 Strengthen medium to long term strategic financial planning as part of the Medium-term financial plan	Regular budget monitoring is undertaken. The latest budget update presented to Cabinet in February notes an overall revenue budget deficit forecast of £1,593,000 made up of in-year budget pressures alongside a forecast shortfall in meeting budgeted savings targets. A programme of budget recovery actions is being implemented to achieve a balanced budget. Final budget proposals were presented to Council in March 2025. These were informed following a public consultation process. Final proposals also take into account the final settlement received from Welsh Government, which introduced a 3.8% funding floor for all local authorities, of which Monmouthshire will benefit. Work continues to shape the wider programme of service change that will include an ongoing assessment of key service pressures, the risks and modelling assumptions that sit alongside this, with the aim to establish a clear plan and approach to address the medium-term budget shortfalls forecast.	Peter Davies, Deputy Chief Executive and Chief Officer Resources & Cllr Ben Callard, Cabinet Member for Resources
3	Potential risk that: The authority is unable to maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability	All	2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12)	2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12)	High (12)	Risk levels remain unchanged	Service delivery Cautious	Treat	Regularly review assumptions as part of the capital MTFP taking account of any new information that is relevant and the consequential impact on the revenue MTFP	The Capital MTFP was updated as part of the development of the Capital Strategy. 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.	Peter Davies, Deputy Chief Executive and Chief Officer Resources & Cllr Ben Callard, Cabinet

Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Target Risk Score	Changes to risk level/score	Risk category and appetite level	Transfer /treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
										Capital and Asset Management working groups have been established to strengthen the scrutiny and challenge of the Capital Programme.	Member for Resources
									Review and refresh the council’s Capital Strategy	The 2025/26 Capital Strategy was approved by Council in March 2025.	
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	All	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 (6)	Risk levels remain unchanged	Service delivery, Governance Minimalist	Treat	Recruit and retain staff more effectively	The People Strategy was approved by Cabinet in June 2024 and contains a specific objective, and actions, aimed at improving recruitment and retention. The progress of the strategy will be reviewed annually. An e-recruitment system is being implemented to support the development of recruitment as a genuine talent acquisition process.	Matthew Gatehouse, Chief Officer People, Performance and Partnerships & Cllr Ben Callard, Cabinet Member for Resources
									Embed workforce planning to ensure the right skills, expertise and knowledge are available for future changes	The People Strategy was approved by Cabinet in June 2024 and focusses on strengthening workforce planning. The progress of the strategy will be reviewed annually. A new work experience and apprentice policy has been developed to create a new pipeline of people being recruited and trained to supply the workforce of the future.	
5	Potential risk that: Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services	All	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)	Risk levels remain unchanged	Information governance, service delivery Averse	Tolerate	Ensure robust arrangements are in place to safeguard the organisation’s data and systems from cyber-attack	The Council recognises that total elimination of cyber-attack is not possible, but the focus is on ensuring robust arrangements are in place to safeguard data and systems from cyber-attack via: physical barriers to the network, staff awareness, training and culture and structured governance, risk analysis and business continuity planning.	Sian Hayward, Head of Information, Technology & Security & Cllr Ben Callard, Cabinet Member for Resources
Risks to service delivery											
6	Potential risk that: Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements	A Connected Place Where People Care	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)	Risk levels remain unchanged	Safeguarding Averse	Tolerate	Continually monitor and evaluate safeguarding processes and practice and ensure good accountability for safeguarding	The most recent Annual Safeguarding Evaluation Report was presented to Council in October 2024. The report evaluates the progress of the Council’s key safeguarding priorities during 2023/24, highlighting progress, identifying risks and setting out actions and priorities for 2024/25.	Jane Rodgers, Strategic Director Social Care and Health & Will Mclean, Strategic Director Learning, Skills and Economy, & Cllr Ian Chandler, Cabinet Member for Social Care, Safeguarding

Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Target Risk Score	Changes to risk level/score	Risk category and appetite level	Transfer /treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
											and Accessible Health Services
7	Potential risk that: Risk of harm if we are unable to meet the care and support needs of some vulnerable children due to an increase in demand, complexity of cases and insufficiency of registered placements	A Connected Place Where People Care	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)	Risk levels remain unchanged	Safeguarding Averse	Treat	Develop and expand the Children’s Services Commissioning Strategy in response to the intention to eliminate profit from children’s social care	A Placement Development Strategy update was presented to scrutiny in April – this outlines progress in meeting objectives including the development of 4 additional children’s homes/supported accommodation. Children’s 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.	Jane Rodgers, Strategic Director Social Care and Health & Cllr Ian Chandler, Cabinet Member for Social Care, Safeguarding and Accessible Health Services
									Continue to implement the fostering strategy	The overall offer to foster carers has been reviewed and an increase in fees provided has been agreed. Limited progress has been made in the net numbers of in-house foster carers despite considerable effort and attention. The recruitment and retention of foster carers remains an area of significant challenge.	
8	Potential risk that: Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to high demand and complexity of cases	A Connected Place Where People Care	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)	Risk levels remain unchanged	Safeguarding Averse	Treat	Rebalance reablement and long-term care within our in-house care at home service	There is increased capacity to provide reablement service to those who would benefit from it. While this is good progress the aim is to improve this further. In line with the aims of the commissioning strategy the focus is on further increasing the availability of in-house home care to support reablement as opposed to providing long term care.	Jane Rodgers, Strategic Director Social Care and Health & Cllr Ian Chandler, Cabinet Member for Social Care, Safeguarding and Accessible Health Services
									Monitor requests for Domiciliary Care to ensure demand is being met and delays are minimised	All referrals are triaged at point of referral to ensure that those in most need are prioritised for assessment and intervention. Case reviews are being undertaken, applying the principles of the Social Services and Well-being Act to ensure a strengths-based approach looking at individual, family and community based support where appropriate. Access to care and support is not always timely; however, overall there is increased capacity across home care.	

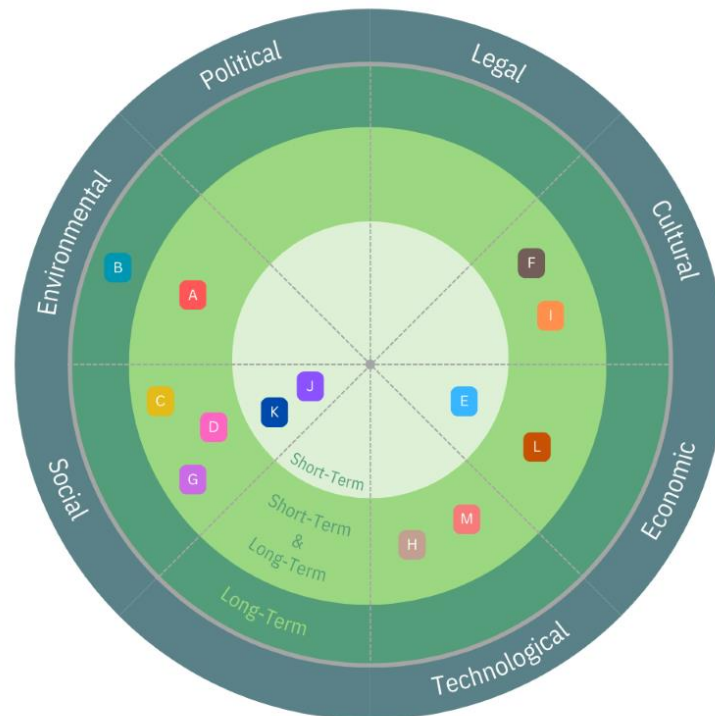
Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Target Risk Score	Changes to risk level/score	Risk category and appetite level	Transfer /treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
10	<p>Potential risk that:</p> <p>The Council does not support the Replacement Local Development Plan, leading to delays in its adoption which restricts our ability to take forward key policy objective such as job creation, affordable housing development and the adoption of key policies to protect the environment and tackle climate change</p>	All	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)	Risk levels remain unchanged	Governance, strategic Minimalist	Tolerate	<p>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</p> <p>Work with partner organisations to identify and implement solutions to phosphate pollution in the Rivers Usk and Wye</p>	<p>This Deposit Replacement Local Development Plan was endorsed by Council for a detailed public consultation in October 2024. The Deposit Plan sets the ambition for development within the county. Council will consider the results of the consultation in Summer 2025, following which the RLDP will be subject to public examination.</p> <p>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.</p>	Craig O'Connor, Chief Officer Place & Cllr Paul Griffiths, Cabinet member for Planning and Economic Development
11a	<p>Potential risk that:</p> <p>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</p>	All	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 (9)	<p>The previous risk 11 has been divided into two related, but separate, risks to better reflect differing causes and mitigations.</p> <p>Risk scores have been reassessed from high (16) to high (12) following division of risk to reflect change in impact of risk.</p>	Strategic, Environmental, Service Delivery Minimalist	Tolerate	Deliver the Monmouthshire County Council Climate and Nature Emergency 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.	Debra Hill-Howells, Chief Officer Infrastructure & Cllr Catrin Maby, Cabinet member for Climate Change and the Environment
11b	<p>Potential risk that:</p> <p>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</p>	All	2025/26 – High (16) 2026/27 – High (16) 2027/28 – High (16)	2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12)	Medium (8)	The previous risk 11 has been divided into two related, but separate, risks to better reflect differing causes and mitigations.	Environmental, Service Delivery Minimalist	Treat	Prepare and adapt for the impact of climate change	<p>Welsh Government has produced The National Strategy for Flood and Coastal Erosion Risk Management in Wales, and in response, Monmouthshire is currently reviewing our Local Flood Risk Management Strategy and Flood Risk Management Plan; a new combined strategy document is being developed.</p> <p>Much of the work to coordinate emergency responses is organised through the Gwent Local Resilience Forum (LRF). The council continues to</p>	Strategic Leadership Team & Cllr Catrin Maby, Cabinet member for Climate Change and the Environment

Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Target Risk Score	Changes to risk level/score	Risk category and appetite level	Transfer /treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
						Post-mitigation risk scores have been re-assessed from high (16) to high (12) following division of risk to reflect breadth of mitigation in place.				work with partners on the LRF to make sure that we are prepared for severe weather events.	
12	Potential risk that: Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market	A Safe Place to Live A Fair Place to Live	2025/26 – High (12) 2026/27 – High (12) 2027/28 – High (12)	2025/26 – Medium (8) 2026/27 – Medium (8) 2027/28 – Medium (8)	Low (4)	Risk levels remain unchanged	Service delivery Minimalist	Treat	Prevent homelessness through Rapid Rehousing	Through Rapid Rehousing the council has facilitated increased resources into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. New arrangements have been established with partner agencies such as the DWP and Shared Benefit Service to support more people at risk of homelessness. The Housing Support service has been remodelled to include dedicated substance misuse support, temporary accommodation support and re-settlement support. This also includes dedicated support for young people with higher need.	Cath Fallon, Head of Rural Development, Housing and Partnerships, Matthew 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
									Develop suitable accommodation for homeless people, including long-term housing for all those accommodated in temporary housing and specialist provision for those with additional needs	The availability of both temporary and settled homes for homeless households is being increased through a range of means including partnerships with private landlords through Monmouthshire Lettings and more homes through new build developments and acquisitions. Accommodation is starting to be acquired for temporary accommodation use; Severn View, a former residential home, will be repurposed.	

Appendix 4 – 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 5: 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.

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)
	Unlikely (1)	Possible (2)	Likely (3)	Almost certain (4)