SUBJECT:	**Effectiveness of Strategic Risk Management Framework**
MEETING:	**Governance and Audit Committee**
DATE:	**27th November 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.

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. To support the committee to fulfil its role in 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. A period of transition in implementing the policy was agreed to allow the council time to strengthen arrangements in line with the revised policy.

3.4 Arrangements have now been developed to implement the requirements of the policy. These are:

- 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,
- 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 4, outlining some of the potential risks that Monmouthshire may face over coming years

3.5   Appendix 1 provides a self-assessment of the effectiveness of the operation of strategic risk management arrangements. This incorporates an assessment of the progress made in implementing the new or amended arrangements if the policy. The assessment identifies actions that are yet to be completed that remain a focus to strengthen arrangement:

- Developing remaining directorate risk registers, to embed these in the risk management process.
- Strengthening risk management training and awareness for all officers.

Part 2 - Risk Register updates overview

3.6   The council continues to operate in a dynamic environment and has controls in place to assess, manage and mitigate, as far as possible, a variety of risks. The strategic risk register regularly evolves and adapts in line with this. This will include adjusting the focus, detail and risk levels of risks where necessary. An overview of the changes to the risks and progress with mitigating actions is provided in Appendix 2. Some of the more significant changes since the last report to the committee in June 2025 include:

- 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 the of risk 10, relating to the progress of the Replacement Local Development Plan, following approval of the Deposit Plan at Council in October.

3.7   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 who will review the full strategic risk register in January 2026. The full strategic risk register will also be presented to Cabinet for consideration at their 10th December 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

3.8   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:

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

4.   REASONS:

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

5.   AUTHORS:

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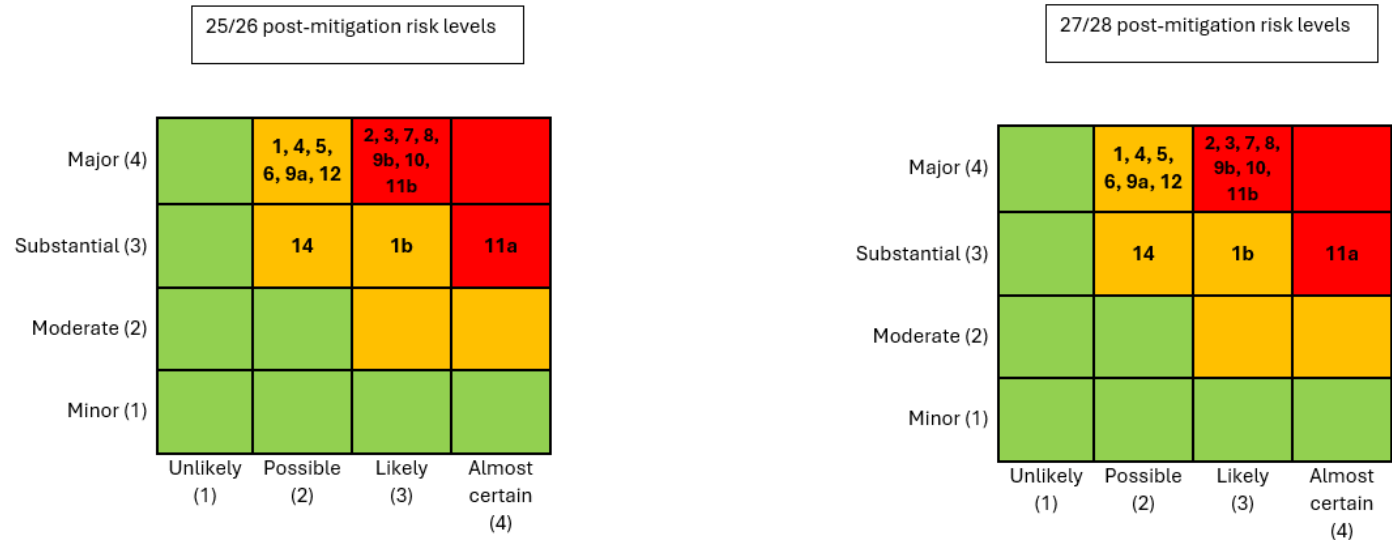E-mail: hannahcarter@monmouthshire.gov.uk

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

Strategic Risk Management			
The strategic risk register captures the high and medium level strategic risks that face the council in line with the council's risk management policy. This ensures that: • Strategic risks are identified and monitored by the authority • Risk controls are appropriate and proportionate • Senior managers and elected members systematically review the strategic risks facing the authority			
	How well are we doing?	**How do we know?**	**Action & timescale**
Is there a collective view of the council's strategic risk management arrangements and risk appetite that is communicated and understood?	The council's strategic risk management policy and guidance has been updated and agreed. The council has also defined its risk appetite and agreed a risk appetite statement. These documents are available on the council's intranet. The policy is embedded in the council's performance arrangements, the requirements have been integrated as part of the Council's performance management framework, including in the service business planning process.	Strategic risk management policy and guidance Risk appetite statement	
Is strategic risk management embedded in the council?	There are arrangements to formally review and report the whole strategic risk register six monthly. The strategic risk register is updated regularly and available to all members and officers to view at any time. Directorate risk registers have been developed in at least draft form, apart from one directorate. These are strengthening the management of risks at a directorate level and facilitating risk identification and mitigation between a service (service business plan) and strategic (risk register) level. Quality assurance of service business plans has continued to show service-based risk registers are often not robust enough or fully completed. This shows strategic risk management remains not consistently embedded at a service level. Feedback has been provided to services to strengthen risk registers. Support has been prioritised to directorate management teams to establish and develop directorate risk registers. This has also increased understanding of the strategic risk management process. Further strategic risk management training has not been developed as planned to support the consistent embedding of the	Strategic risk management policy and guidance Strategic risk register Service business plans risk registers	Complete all six directorate risk registers – January 2026 Develop strategic risk management training and guidance – March 2026

	arrangements across the Council. This will be developed in time to inform the 2026/27 service business planning process.		
Is there a shared understanding of the most significant corporate risks?	The strategic risk register continues to ensure a shared understanding of 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. Directorate risk registers are facilitating strengthened risk identification and mitigation between a service and strategic risk level. Service business plans not being robust enough or fully complete impacts on the effectiveness of service risk identification and management. The development of directorate risk registers reduces the impact this has on the effective identification and management of strategic risks, however strengthening service risk registers remains important. The Risk Radar identifies any emerging risks and opportunities that are relevant to the council. This radar is used to inform risk identification at all levels and updates to the Strategic Risk Register.	Strategic risk register Directorate risk registers Service business plans risk register Risk radar	Develop strategic risk management training and guidance – March 2026
Is there integration with other risk control arrangements that facilitate the management of risk?	The updated strategic risk management policy identifies other corporate risk control arrangements that the council has in place through which risks are identified and managed and need to integrate with strategic risk management policy. These are Health and Safety, Emergency Planning, Insurance, Finance, Internal Audit, Information Governance & Cyber Security. Arrangements have been established to assess the effectiveness of each of these risk control arrangement, reported to the committee in September 2024. Arrangements have also been established to update on the progress with implementing these actions as part this assessment of the effectiveness of risk control arrangements, last reported to the Committee in June 2025.	Strategic risk management policy Overview of the effectiveness of risk control policies	Assess progress in implementing the actions to develop or strengthen risk control arrangements – June 2026

| Is there a robust risk management assurance framework in place? | There are arrangements to formally review the whole strategic risk register six monthly. 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.

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

Actions to respond to the recommendations form the Internal Audit review (March 2024) are being implemented. The findings from the review have informed the development of the updated strategic risk management policy. | Strategic risk register

Strategic risk management reports | Complete actions in response to the internal audit review recommendations – March 2026 |

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

25/26 post-mitigation risk levels

	Unlikely (1)	Possible (2)	Likely (3)	Almost certain (4)
Major (4)		1, 4, 5, 6, 9a, 12	2, 3, 7, 8, 9b, 10, 11b	
Substantial (3)		14	1b	11a
Moderate (2)				
Minor (1)				

27/28 post-mitigation risk levels

	Unlikely (1)	Possible (2)	Likely (3)	Almost certain (4)
Major (4)		1, 4, 5, 6, 9a, 12	2, 3, 7, 8, 9b, 10, 11b	
Substantial (3)		14	1b	11a
Moderate (2)				
Minor (1)				

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:
	Risk identified in the strategic risk register	*Risk to delivery of Community and Corporate plan objective*	*Risk assessed by the level of likelihood of occurrence and impact/ consequence prior to any mitigation*	*Risk assessed by the level of likelihood of occurrence and impact/ consequence informed by the expected impact of mitigation*	*The optimal risk score the council has assessed it could achieve following successful mitigation, set in the context of available resource*	*The rationale for adjusting the risk level since the last risk update report in June 2025*	*Identifies the risk category and appetite level for each risk, aligned with the whole organisation risk appetite statement*	*Whether the risk is being transferred, treated, tolerated or terminated – see policy for further detail*	*Significant planned mitigation actions identified for delivery in the risk register*	*The progress made and impact, where available, of the planned mitigation actions by November 2025*	*The owners of the risk, in line with strategic management policy, who have agreed the risk*

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 self-assessment report on progress made implementing the Community and Corporate Plan was presented to scrutiny committee in July before being approved by Council in September. A Q2 progress update for 2025/26 is currently being prepared for presentation to Cabinet in December.	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 was presented to scrutiny committee in July.	
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	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	Members seminars are being used to share developments and involve councillors on significant forthcoming decisions. Scrutiny workshops are being held to seek councillors' involvement in the development of proposals.	Paul Matthews, Chief Executive & Cllr Mary Ann Brocklesby, Leader
									Maintain a fully populated forward work planner of Cabinet and Council business	An established forward work planner is in place. There is a need to improve the timeliness of completion of the cabinet and council forward plan and align the forward plans of each committee.	
2	Potential risk that: Some services will become financially unsustainable in the short to medium term in their current form due to increasing demand and continuing financial pressures	All	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)	Risk levels remain unchanged	Service delivery Cautious	Treat	Ensure that services deliver within budget, deliver savings targets and continue to identify, review and challenge pressures	Regular budget monitoring is undertaken. The latest budget update presented to Cabinet in October notes an overall revenue budget deficit forecast of £533k made up of in-year budget pressures alongside a forecast shortfall in meeting budgeted savings targets. A range of mitigating actions will be implemented in response to this deficit, including maximising grant income opportunities and vacancy management.	Peter Davies, Deputy Chief Executive and Chief Officer Resources & Cllr Ben Callard, Cabinet Member for Resources
									Develop a set of budget proposals for 2026/27	The process to develop the 2026/27 budget has been established. This includes a focus on tackling costs which have the ability to be recurrent for 2026/27 and beyond.	
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	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)	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. Capital and Asset Management working groups have been established to strengthen the scrutiny and challenge of the Capital Programme.	Peter Davies, Deputy Chief Executive and Chief Officer Resources, Debra Hill-Howells, Chief Officer Infrastructure & Cllr Ben Callard, Cabinet Member for Resources
									Continue to monitor the Capital budget	The 2024/25 outturn report noted a £2.73m underspend, with £1.3m available to be repurposed to create a capital contingency budget for 2025/26. 98 capital schemes required	

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:
										slippage into 2025/26 totalling £25m, representing 33% of the total budget for the year.	
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. Progress in implementing the strategy was reviewed in July 2025. An e-recruitment system has been implemented to support the development of recruitment as a genuine talent acquisition process. A new and improved careers website has also launched to promote the benefits of a career with the council.	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. Progress in implementing the strategy was reviewed in July 2025. 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 Scrutiny committee in September. 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.	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 and Accessible Health Services

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:
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.	
									Implement a 'place-based' approach to create sustainability in care at home services	The Council remains committed to developing a more sustainable care at home sector for the future. A comprehensive strategy for commissioning homecare through increased block purchasing has been developed. The first procurement exercise under the new strategy has commenced in the south of the county. There has been an increase in residential placements and costs of residential care is having a big impact on the budget in Adult Social Care.	

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:
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	A Learning Place	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 Minimalist	Treat	Complete the consultation on the new Attendance and Engagement Policy and processes	The Local Authority Attendance and Engagement Policy has been updated to encompass all aspects of the Engaging, Belonging and Participating guidance issued by Welsh Government in October 2023 and has been rolled out to all schools.	Will Mclean, Strategic Director Learning, Skills and Economy & Cllr Laura Wright, Cabinet member for Education
									Work with schools and partners to better understand drivers of low attendance	Programmes such as Community Focused Schools (which focuses on the way in which families work with schools), Trauma Informed Schools and emotionally based school avoidance (EBSA) approaches have been implemented with schools to support attendance through engagement in. The Education Welfare Service are also working closely with schools and pupils. Attendance in primary schools has improved to near pre-pandemic levels, secondary school attendance remains below pre-pandemic levels.	
9b	Potential risk that: An increase in behaviours that challenge in schools which may lead to harm to a pupil or member of staff	A Learning Place A Safe Place to Live	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 , Health and Safety Averse	Treat	Support learners most at risk of repeat Fixed Term Exclusions or of Permanent exclusions through the Education Support Team (EST)	The Education Support Team has enabled those learners most at risk of repeat Fixed Term Exclusions (FTE) or of Permanent Exclusions (PEx) to receive support from specialist professionals. The Inclusion Panel has been reviewed to improve its operation and effectiveness. This has resulted in fewer permanent exclusions being upheld. The number of fixed term exclusions remains high.	Will Mclean, Strategic Director Learning, Skills and Economy & Cllr Laura Wright, Cabinet member for Education
									Implement the outcomes of the Pupil Referral Service review	The Pupil Referral Service (PRS) has been reviewed. This has helped to understand the current demand, while considering the future role and function of the PRS. The findings of this review will be implemented including increasing the capacity of the PRS to provide preventative intervention for pupils at risk of permanent exclusions and enhanced support for learners to reintegrate into mainstream having had a period of support in the PRS.	
						Risks to policy priorities					

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	Potential risk that: Welsh Government/PEDW does not find the Replacement Local Development Plan (RLDP) 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	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	Prepare a Replacement Local Development Plan to address the county's issues/challenges, including in relation to the provision of housing (market and affordable) and employment opportunities	This Deposit Replacement Local Development Plan was approved by Council in October 2025. The Deposit Plan sets the ambition for development within the county. The Deposit Plan will now be subject to public examination from Welsh Government and Planning and Environment Decisions Wales (PEDW).	Craig O'Connor, Chief Officer Place & Cllr Paul Griffiths, Cabinet member for Planning and Economic Development
11a	Potential risk that: 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	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)	Risk levels remain unchanged	Strategic, Environmental, Service Delivery Minimalist	Tolerate	Deliver the Monmouthshire County Council Climate and Nature Emergency Strategy Develop a Decarbonisation Strategy for the council's estate	The Climate and Nature Emergency Strategy is underpinned by four action plans, including a decarbonisation action plan. Progress in implementing the strategy is regularly monitored by the Climate and Nature Emergency Steering Group. A costed decarbonisation plan for the council's estate has been finalised. This sets out the steps the council will need to take to decarbonise its estate along with the estimated cost. The findings of this plan will be used to inform a decarbonisation strategy for the organisation. Implementing the ambition of the strategy will be challenging without significant investment.	Debra Hill-Howells, Chief Officer Infrastructure & Cllr Catrin Maby, Cabinet member for Climate Change and the Environment
11b	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	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)	Risk levels remain unchanged	Environmental, Service Delivery Minimalist	Treat	Prepare and adapt for the impact of climate change	Welsh Government has produced The National Strategy for Flood and Coastal Erosion Risk Management in Wales, and in response, the council has reviewed its Local Flood Risk Management Strategy and Flood Risk Management Plan; a new combined strategy document has been developed and published for public consultation. 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.	Strategic Leadership Team & Cllr Catrin Maby, Cabinet member for Climate Change and the Environment
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	Jane Rodgers, Strategic Director Social Care and Health, Matthew Gatehouse, Chief Officer People,

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										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.	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 has started to be acquired for temporary accommodation use, and one property has been opened.	

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

Alongside risk levels, risks are 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)