SUBJECT:	**Effectiveness of Strategic Risk Management Framework**
MEETING:	**Governance and Audit Committee**
DATE:	**4th June 2026**
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:

- The further development of directorate risk registers, to ensure they are robustly used in the risk management process.
- Strengthening risk management training and awareness for all officers.

3.6 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 further updates 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. A subsequent update was provided to the committee in June 2025. Appendix 2 provides a further update to the committee on the progress with the 'actions planned' for each of the arrangements identified that were not yet completed or still being implemented at the last update.

Part 2 – Overview of Updates to the Risk Register

3.7 The council continues to operate in a dynamic environment and has controls in place to assess, manage and mitigate, as far as possible, a variety of risks. The strategic risk register regularly evolves and adapts in line with this. This will include adjusting the focus, detail and risk levels of risks where necessary. An overview of the changes to the risks and progress with mitigating actions is provided in Appendix 3. Some of the more significant changes since the last report to the committee in November 2025 include:

- The addition of a new risk, Risk 6, related to the possible risk of disruption to the global supply chain, including the supply of fuel, impacting the council's ability to deliver key services and projects.
- A re-escalation of Risk 14, related to the possible risk of the rising cost of living tipping more families into crisis requiring public service interventions.

3.8 This report does not include the full risk register or a full update of progress against mitigating actions. Scrutiny of that aspect of the work rests with Performance and Overview Scrutiny Committee who will review the full strategic risk register in June 2026. The full strategic risk register will also be presented to Cabinet for consideration at their 10th 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

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

3.10 "Having overseen the process of updating the risk assessment I'm satisfied that it presents an accurate assessment of the strategic risks facing the authority over the next three years based on knowledge available to responsible officers at the present time. The risk register continues to be reviewed based on the latest available evidence. The assessment of the risk management

arrangements that we have in place is fair, identifying both strengths and areas needing improvement. We have implemented the requirements of the revised risk management policy, there are further requirements we still need to 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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Appendix 1- Self-assessment of the effectiveness of the strategic risk management framework

Strategic Risk Management			
The strategic risk register captures the high and medium level strategic risks that face the council in line with the council's risk management policy. This ensures that: • Strategic risks are identified and monitored by the authority • Risk controls are appropriate and proportionate • Senior managers and elected members systematically review the strategic risks facing the authority			
	How well are we doing?	**How do we know?**	**Action & timescale**
Is there a collective view of the council's strategic risk management arrangements and risk appetite that is communicated and understood?	The council's strategic risk management policy and guidance has been updated and agreed. The council has also defined its risk appetite and agreed a risk appetite statement. These documents are available on the council's intranet. The policy is being embedded in the council, the requirements have been integrated as part of the council's performance management framework, including in the service business planning process. The awareness of the policy, and the importance of adhering to it, continues to be further embed through the organisation. A wider performance management suite of learning is currently being developed. This will include further training and guidance on risk management, including identifying risks, risk levels, and completing risk registers.	Strategic risk management policy and guidance Risk appetite statement	Develop a performance management training suite – June 2026
Is strategic risk management embedded in the council?	The strategic risk register is updated regularly and available to all members and officers to view at any time. There are arrangements to formally review and report the whole strategic risk register six monthly. Directorate risk registers have been 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. However, completeness and frequency of review is varied between directorates. Further development of directorate risk registers is needed to ensure these are robust. Support will be provided to directorates to improve completeness and ensure regular use. 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 sometimes not robust enough or fully completed. This shows strategic risk management remains	Strategic risk management policy and guidance Strategic risk register Directorate risk registers Service business plans risk registers	Work with directorates to further develop directorate risk registers and ensure they are actively used – September 2026 Develop a performance management training suite – June 2026

	not consistently embedded at a service level. Further strategic risk management training is being developed as part of a suite of wider performance management training. This will be available to all officers.		
Is there a shared understanding of the most significant corporate risks?	The strategic risk register identifies high and medium level strategic risks and ensures risk levels are assessed, and mitigating actions are identified. The register is updated regularly, which ensures it remains focussed on the most significant strategic risks facing the council. It is available to all members and officers to view at any time and has regular reporting arrangements in place. This ensures there is a shared understanding of strategic risks facing the council. All elements of the updated strategic risk management policy have now been embedded in the strategic risk register. This includes identifying risk categories, appetite levels, treat/tolerate categories and target risk scores. This has resulted in a clearer indication of the direction of travel of risks and the council's intended outcomes. 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. A Risk Radar has been developed to identify any emerging risks and opportunities that are relevant to the council. This is used to inform risk identification at all levels and is regularly presented to the Strategic Leadership Team alongside reviews and updates to the Strategic Risk Register to ensure awareness of possible emerging risks. This report will also identify emerging opportunities for the council.	Strategic risk register Service business plans risk register Risk radar	Develop a performance management training suite – June 2026
Is there integration with other risk control arrangements that facilitate the management of risk?	Strategic risk management is an integral part of the council's activities to support decision-making in achieving its objectives. The updated strategic risk management policy identifies other corporate risk control arrangements that the council has in place through which risks are identified and managed and need to integrate with strategic risk management policy. These are Health and Safety, Emergency Planning, Insurance, Finance, Internal Audit, Information Governance & Cyber Security.	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

	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 June 2025. The assessment demonstrates the arrangements in place to identify, respond, monitor and report risk, and included an update on implementation of agreed actions. Further updates on progress with these actions is provided in this report.		
Is there a robust risk management assurance framework in place?	There are arrangements to formally review the whole strategic risk register six monthly. These are facilitated by the performance and data insight team in liaison with risk owners and include review reports to Strategic Leadership Team and cabinet. The strategic risk register is formally reported to Governance & Audit Committee, Performance & Overview scrutiny committee and Cabinet. This provides assurance on the robustness of risk management framework in place. Directorate risk registers have been developed to strengthen the management of risks at a directorate level. These are being facilitated by the performance and data insight team in coordination with Directorate Management Teams. An internal audit review of risk management was completed and was given a reasonable assurance rating. This identified strengths and some weaknesses. Actions to respond to the recommendations were agreed and implemented. The findings from the review informed the development of the updated strategic risk management policy. A review of strategic risk management arrangements is reported to Governance and Audit Committee six monthly. Risk management arrangements also form part of the Council's annual self-assessment report. These arrangements are providing assurance of the framework in place and inform the identification of areas for development.	Strategic risk register Strategic risk management reports Internal Audit review of risk management (March 2024)	Work with directorates to further develop directorate risk registers and ensure they are used – September 2026

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**
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 Thinqi in January 2025. Staff completion rates are being monitored by the Chief Internal Auditor and reported through SLT on a regular basis. An update on the current completion rate by directorate is included within the 2025/26 Internal Audit Annual Report. Overall rate is 88% as of 30th April 2026.
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. A revised Internal Audit Strategy was approved by the Governance & Audit Committee in February 2026 which moved the Internal Audit Team from a fixed annual plan to a quarterly 'rolling' plan. The first version of this plan (Q1 2026/27) was subsequently approved in February 2026 with Quarter 2 due to be approved in the June 2026 meeting. The Rolling Plan is discussed quarterly with the Strategic Leadership Team prior to Governance & Audit Committee approval. The Chief Internal Auditor periodically attends Directorate Management Team meetings to discuss planning, identify emerging risks and the overall 'Audit Universe'.

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 - complete	There are currently 17 MCC Tactical Coordinating Group (TCG) representatives, all of whom have had had training. 12 of these officers attending the awareness training delivered in October 2024. This has strengthened resilience – but on-going support and training will always be a necessity. While there will always be an on-going requirement for TCG reps, current levels are sufficient and this action will be captured as complete.
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 – complete, next update August 2027.	Business Continuity Planning is and will continue to be on-going across the organisation but picked up via 3-year rolling work programme. The MCC Register of Priority Services was updated in 2025. Not all services provided an updated Business Impact Assessment, for those services, the previous assessment was accepted as the current position, acknowledging the status many services retain. The register will continue to be reviewed via the Emergency Planning Work Programme and continues to be a significant tool to assist in prioritising support to any services facing disruption regardless of the cause. The next full update will be completed in August 2027. In addition, and to support wider Business Continuity Management (BCM) a whole authority BCM plan and awareness event will be delivered by December 2026.
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 Council continues to be a partner in the Gwent Local Resilience Forum who continue to assess risks based on a UK / Pan Wales and local risk assessments. Based on these risk assessments and consideration of current partnership capabilities a rolling programme of work continues to be implemented and reviewed to mitigate against these risks. This includes with more dynamic work required in response to emerging risks where identified.

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 - Continues as part of budget setting process each financial year	The Medium Term Financial Strategy delivery plan requires a financial risk register to be maintained and updated. Financial risks are assessed at each update of the Medium Term Financial Plan, undertaken twice yearly, and in setting the budget and responding to the Medium-Term Strategy and corresponding budget principles. The Council has agreed its budget for 2026/27. The budget was developed guided by a set of principles. The final budget identified key risks remaining to be assessed and managed in 2026/27. Strengthened financial governance arrangements will continue to be in place to ensure arrangements are in place to deliver on service savings, and to respond to changing circumstances which may result in increased budget pressures and require additional mitigation or savings to be brought forward.

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, cyber 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.

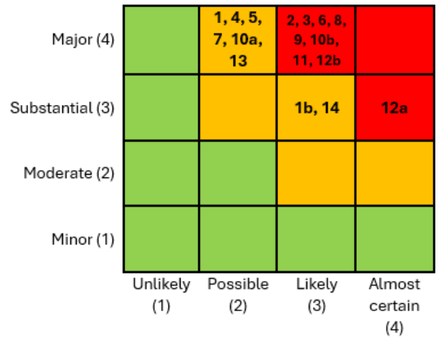
Risk process: Information Governance & Cyber Security	**Responsibility:** Head of Information Security & Technology
Purpose of the arrangement The council is extremely aware of the importance of cyber security; we implement a number of measures to ensure the protection and safeguarding of our information, 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.

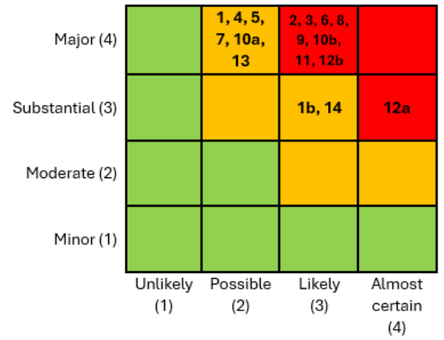
Risk process: Health and Safety	**Responsibility:** Corporate Health and Safety Manager
Purpose of the arrangement Ensuring the health, safety and welfare of employees and others, such as contractors, visitors and members of the public who may be affected by the Council's activities is a key priority 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. 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. 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. .	
Actions planned	**Progress made**
Complete risk-based schedule of review of the Council's suite of subordinate health and safety policies and guidance – December 2026	Schedule for review of subordinate health and safety policies and guidance in place. Work to review subordinate health and safety policies is ongoing and is scheduled for completion December 2026.
Strengthen arrangements for completing health and safety risk assessments and implementing effective controls	Risk Assessment Policy approved by JAG in 2025. Programme of health and safety risk assessment training is being rolled out for managers and supervisors across the Council.
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. Staff reconfiguration and some additional resource provided to Corporate Health & Safety has strengthened assurance arrangements.
Complete an annual Health & Safety Report	A second health and safety annual report has been produced and was considered by Individual Cabinet Member Decision. The annual report identifies the Council's key Health & Safety Risks and how these are being responded to or mitigated. A Health & Safety service plan is being developed that will align to manage Key Health & Safety risks.

Appendix 3 - Monmouthshire County Council Whole Authority Strategic Risk Assessment Overview – June 2026

26/27 post-mitigation risk levels



28/29 post-mitigation risk levels



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	All	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – 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 is currently being prepared for presentation to both scrutiny and Governance and Audit committees in July 2026 before being presented to Council in September 2026.	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:
	plan, leading to longer term outcomes for the county not being achieved									A Q2 progress update for 2025/26 was also presented to Cabinet in December.	
									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. An annual review of progress made in implementing these will be presented to scrutiny committee in July 2026.	
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	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – Medium (9) 2027/28 – Medium (9) 2028/29 – 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	2026/27 – High (16) 2027/28 – High (16) 2028/29 – High (16)	2026/27 – High (12) 2027/28 – High (12) 2028/29 – 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 25/26 budget update notes a forecast surplus of £1,146,000. This is a significant improvement on the £29k surplus noted in the previous update. The improvement is primarily driven by changes in Social Care where the ability to maximise the impact of grant funding to meet core expenditure has been utilised. This update also forecasts a 93.1% delivery rate of the service savings required, again an improvement on the previous update which forecast a 90.4% delivery rate.	Peter Davies, Deputy Chief Executive and Chief Officer Resources & Cllr Ben Callard, Cabinet Member for Resources
									Continue to work closely with schools to ensure their financial plans are as robust as possible to minimise any impact, whilst continuing to improve standards for our young people	The overall level of school reserves is currently forecast to move further into deficit by the end of the 25/26 financial year. This would result in 19 out of 35 schools being in deficit at year-end. All schools with a deficit budget must agree a recovery plan with the Local Authority - these plans are monitored on a frequent basis and support is provided by the Local Authority to ensure progress.	
3	Potential risk that: Some infrastructure and assets may become inoperative in the medium term due to insufficient capital funding available to	All	2026/27 – High (16) 2027/28 – High (16) 2028/29 – High (16)	2026/27 – High (12) 2027/28 – High (12) 2028/29 – 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, Debra Hill-Howells, Chief Officer

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:
	sustain the level of maintenance needed									Capital and Asset Management working groups have been established to strengthen the scrutiny and challenge of the Capital Programme.	Infrastructure & Cllr Ben Callard, Cabinet Member for Resources
									Continue to monitor the Capital budget	Capital expenditure of £50.84 million is forecast for the year, with no significant variances anticipated at the current time. A small under spend of £35,000 is currently reported across a small number of specific grant funded schemes which has no impact on the Council's available capital funding as it is specific to individual schemes. The £1.3m capital contingency budget remains unallocated and will now be released and utilised to fund further capital investment in the 2026/27 capital programme.	
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	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – 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. An annual review of progress in implementing the strategy will be presented to scrutiny committee in July 2026. 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. An annual review of progress in implementing the strategy will be presented to scrutiny committee in July 2026. A 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	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – 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											

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:
6	Potential risk that: Instability in global politics and the recent war in Iran may result in disruptions to the global supply chain, including the supply of fuel, restricting the Council's ability to deliver key services and projects	All	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	High (12)	New risk added	Service delivery, Economic	Tolerate	To work with national, regional and local partners through emergency planning arrangements to assess and prepare if needed for any risks related to fuel supply	We are working with partners through the Gwent Local Resilience Forum to prepare and respond to potential risks with a focus on ensuring business continuity of services.	Peter Davies, Deputy Chief Executive, Cath Fallon, Head of Strategic Change, Partnerships and Procurement & Cllr Ben Callard, Cabinet Member for Resources
7	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	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – 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 2025. The report evaluates the progress of the Council's key safeguarding priorities during 2024/25, highlighting progress, identifying risks and setting out actions and priorities for 2025/26.	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
8	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 – 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 2026 – 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	

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										recruitment and retention of foster carers remains an area of significant challenge.	
9	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 – 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.	
									Increase focus on preventative services	A whole authority preventative strategy, the 'Living-Well Strategy', has been approved by Cabinet. This strategy aims to implement preventative action to support residents, particularly vulnerable or older residents who are likely to need to enter the social care system, to live a healthy life, enabling them to remain at home and in their communities.	
10a	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Medium (8)	Risk levels remain unchanged	Strategic Minimalist	Treat	Implement 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, along with further guidance.	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	Extensive multi-agency work has enhanced the understanding of, and support offered, around emotionally based school avoidance (EBSA) by professionals, including school staff, working with pupils and their families. This focuses on early identification and preventative support so that timely intervention occurs to promote positive outcomes and improve attendance, to prevent entrenched patterns of EBSA and persistent absenteeism. Attendance in primary schools has improved to near pre-pandemic levels, secondary school attendance remains below pre-pandemic levels.	

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:
10b	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 – 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. Changes implemented include 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											
11	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 – 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
12a	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	Medium (9)	Risk levels remain unchanged	Strategic, Environmental, Service Delivery Minimalist	Tolerate	Deliver the Monmouthshire County Council Climate and Nature Emergency Strategy	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.	Debra Hill-Howells, Chief Officer Infrastructure & Cllr Catrin Maby, Cabinet member for Climate Change and the Environment
									Develop a Decarbonisation Strategy for the council's estate	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.	

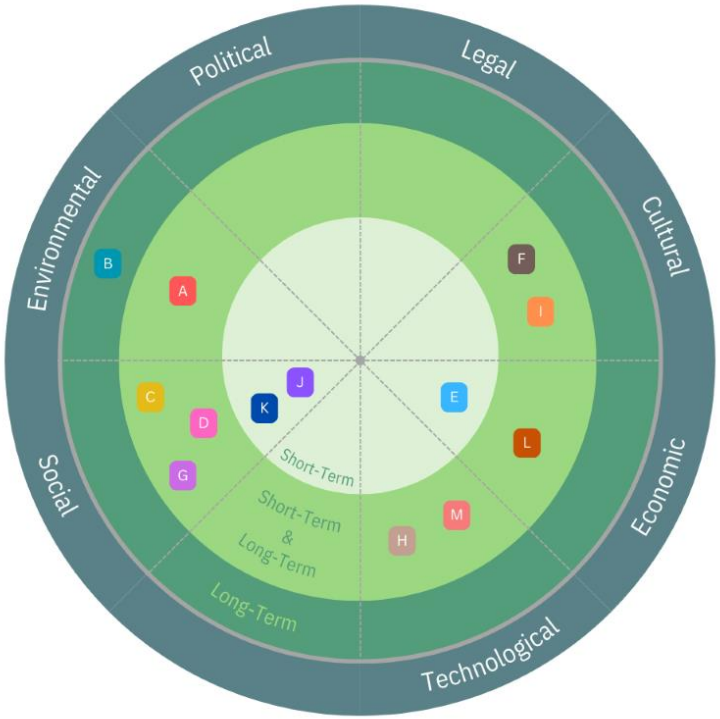
Ref	Potential risk that:	Council objective impacted	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Target Risk Score	Changes to risk level/score	Risk category and appetite level	Transfer /treat /tolerate /terminate	Planned mitigating actions	Mitigating action progress	Risk owned by:
12b	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	2026/27 – High (16) 2027/28 – High (16) 2028/29 – High (16)	2026/27 – High (12) 2027/28 – High (12) 2028/29 – 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. 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
13	Potential risk that: Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market	A Safe Place to Live A Fair Place to Live	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – 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.	Jane Rodgers, Strategic Director Social Care and Health, 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. An increasing number of properties are being acquired for use as temporary accommodation, including the recently opened Severn View which includes 17 units of temporary accommodation.	
14	Potential risk that: The rising cost of living tips more families into crisis requiring public service interventions which diverts resources from other policy priorities	A Fair Place to Live	2026/27 – High (12) 2027/28 – High (12) 2028/29 – High (12)	2026/27 – Medium (9) 2027/28 – Medium (9) 2028/29 – Medium (9)	Medium (6)	Re-escalated risk	Service delivery, Economic Cautious	Tolerate	Support residents with the cost-of-living crisis through ensuring they have the right advice and support	The Council is delivering a range of activities to support residents including the Money Matters campaign which signposts to sources of support and further delivery of the campaign to staff in schools and other projects related to the costs of the school day.	Paul Sullivan, Head of Customer, Communication and Engagement & Cllr Angela Sandles, Cabinet member for Equalities and Engagement
									Ensure residents are made aware of opportunities, grants and other relevant information to assist with the cost of living	Promotion and social media campaigns highlight key support to residents, as well as direct targeted work with community groups. Information is kept up to date on a cost-of-living website which front line services have	

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:
										access to and able to signpost residents to for further support.	

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 Risk Radar 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.

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)

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.