

Infrastructure

Risk Owner/s: Nicola Pearce

Risk Reference: SR01

Risk Description

Date Risk Added: 2022

IF there is insufficient investment in the council's major infrastructure **THEN** it is at risk of failure.

Risk Category: Property & Infrastructure

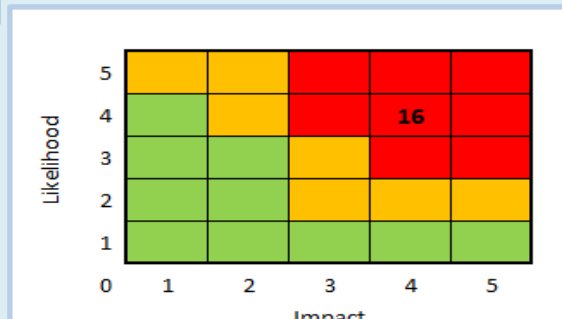
Risk Control/s

Risk Appetite : Open

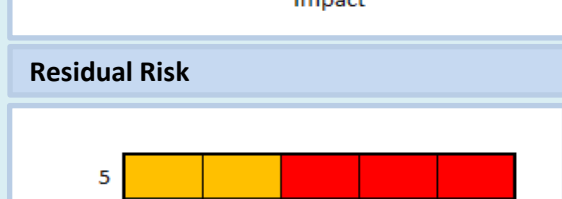
Action/s:

Inherent Risk

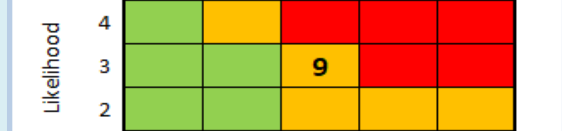
Progress	Responsible	Owner's Comment
In progress	Dave Griffiths	Rolling programme of Statutory Principle and General inspections and surveys are undertaken to determine condition of assets and identify areas that require further investigation and mitigation to avoid structural failure. Prioritise programmes of work and where possible, remove/replace/re-construct and refurbish the highest risk assets. Following the Welsh Government Roads review the Cymmer Bridge which has been identified as a High Risk structure in terms of Community Severance and has been categorised for further investigation. Subsequently a Welsh Government Local Transport Grant of £1.16M was provided for 2023/24 financial year to carry out enabling works and to further the design development solution which impacts on the local health centre. The council are working closely with the Health Authority on an alternative health provision within the upper Afan Valley which will allow the scheme to proceed to the next stage of development to mitigate this risk.



Fleet Asset Management Plan - Renewals Programme and Investment Plan in place. Annual reports to Streetscene & Engineering Cabinet Board for Scrutiny and approval of procurement programme. All vehicles and plant purchased off National / Regional Framework, or council's approved list of suppliers. Internal Health & Safety audits of plant and equipment, risk assessments and workshop operating procedures. Vehicle and plant disposals via auctions.	In progress	Dave Griffiths	The fleet asset management plan has identified a shortfall with the vehicle renewals budget of circa £500K during 2023/24 for the renewal of the councils recycling fleet to ULEV which cost considerably more than the existing diesel/petrol fleet which will need to be considered as part of the budget review.
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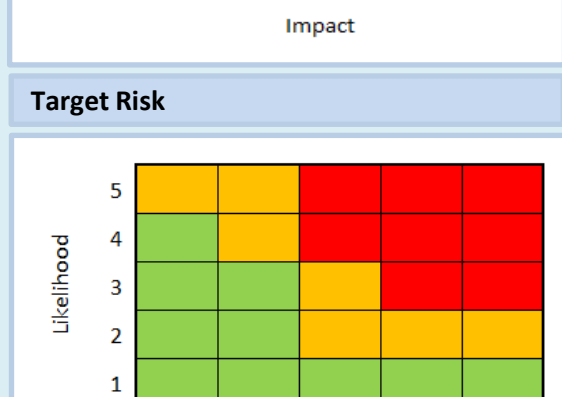


Property Asset Management Plan - the plan sets out the direction of travel for the management of the council's operational and non-operational portfolio.	Complete	Simon Brennan	The Property Asset Management Plan (PAMP) has been adopted and sets out how the council's buildings will be managed over the next 5 year period. In conjunction with the PAMP it is proposed that the programme of undertaking condition assessments of the council's buildings will be re-commenced.
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Mitigation Plan

Progress	Responsible Officer	Owner's Comment
In progress	Dave Griffiths	Alternative route designed. Consultation is on-going ABMU Health Centre re-location to facilitate scheme. Funding has been allocated from WG to undertake the detailed design work. Capital funding to be identified to deliver scheme. The council have now secured ownership of the Health Centre Site although the Health Centre will continue to operate until an alternative centre in the Afan Valley is identified for them to accommodate, this may involve a new building been constructed or an existing building been adapted in the Afan Valley to serve the Local Communities. The council will be entering negotiations with Dwr Cymru Welsh Water to secure the remaining land to enable the construction of the scheme. The council has been awarded a Welsh Government Local Transport Grant of circa £500K to further develop the scheme during 2024/2025. Construction of the new highway arrangements are planned to start on site in 2027 for a 22 month period. The risk therefore remains a medium to high risk and continues to be monitored. Funding for the overall project is subject to final approval by Welsh Government as part of the New Highway Roads Review.



Cymmer Bridge - Secure an alternative route for Cymmer Bridge to avoid community severance.	In progress	Dave Griffiths	Area partially stabilised and highway reopened. Landslip area remains a remains a medium risk and will require further stabilisation in future years. Visual inspections on-going. *Capital Funding to be identified to address future works (Circa £5 Million). A new Landslip has occurred in the Cwmafan area resulting from unauthorised engineering works on private land adjacent to the highway. The council have had to partially close the road for Health and Safety reasons with the traffic now controlled by traffic lights. This is expensive and causing on-going congestion and disruption to road users and the local community. The council are in discussions with both land owners and notices have been served accordingly to rectify the situation. This is likely to be protracted and it will be necessary for the council to step in to resolve the issues with a legal case to follow to recover costs from the owners currently estimated to be in the region of circa £150K. A business case has been produced for CPSG's urgent consideration to fund the works from uncommitted contingencies. In the interim the Engineering sections are developing designs for the permanent solution subject to funding been approved.
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Target Risk

5						
4						
3			9			
2						
1						
0	0	1	2	3	4	5

Has there been any change in risk rating since last report?

Other Notes

Asset management of non-highway civil engineering infrastructure (such as

Asset management of non-highway civil engineering infrastructure (such as countryside bridges and dams) - Produce single inventory of assets vested with Streetcare, Property and Regeneration, and Planning & Public protection, obtain preliminary condition data, undertake an initial prioritisation exercise, and produce a programme to address high priority issues.

In progress

Dave Griffiths

Inventory produced. Process of gathering condition data and prioritising now ongoing. Initial prioritisation and some high priority work completed. Cycles of data gathering and prioritisation will now continue

Highway Asset Management - undertake a rolling programme of surveys and inspections to understand adopted highway infrastructure condition (aside from Bridges) that require further investigation and action. Prioritise issues and produce programmes of work annually. An update of the HAMP was agreed by members in Nov 23, with a further update to be done on completion of the Regional Transport Plan for SW Wales, and an overall review of the management of cycleways.

In progress

Mike Roberts

Inspections & surveys ongoing. Further update of HAMP due after RTP and review of cycleway network maintenance completed. Risks are increasing with budget not keeping up with inflation and freeze on supplies and services budgets. **Currently lobbying internally for further funding. 'Inspections & surveys ongoing.**

Landslip

Risk Owner/s: Nicola Pearce

Risk Reference: SR02

Risk Description

Date Risk Added: 2022

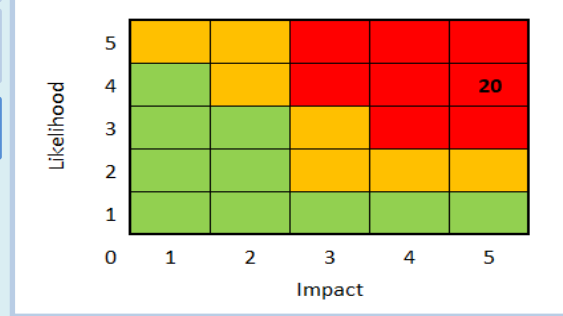
IF action is not taken to respond to the technical surveys showing that there is a risk of landslip at Panteg **THEN** there could be harm or death caused to people.

Risk Category: Property & Infrastructure

Risk Control/s

Risk Appetite: Open

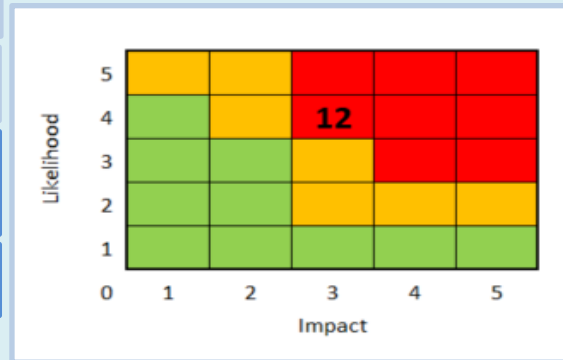
Action/s:	Progress	Responsible	Owner's Comment
Hazard & Risk Maps of the area finalised.	Complete	Dave	Activity closed and map published
Monitoring & slope analysis complete informed final report.	Complete	Dave Griffiths	Final report completed, monitoring on-going some logging devices have been damaged and are currently been replaced to enable the on-going monitoring of the site.
Multi-agency response plan to incident in place (Dragon System).	Complete	Dave Griffiths / Sheenagh Rees	Activity Completed and Emergency Response Plan published within Dragon System



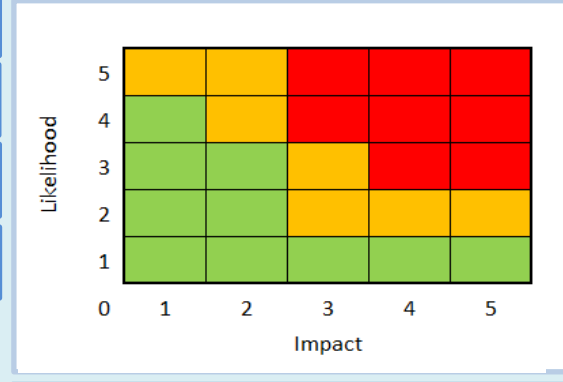
Mitigation Plan

Residual Risk

Action/s:	Progress	Responsible Officer	Owner's Comment
Council opinion to be sought on extent of on going liability due to large area of land in private ownership and having regard to the councils duties as outlined in the legislation relating to housing and drainage.	Complete	Nicola Pearce	Demolition of phase 1 of Cyfyng Road has been undertaken and works to support the highway currently underway. Demolition works associated with phase one have now been completed.
Public meeting held January 18th with further meetings thereafter as required.	Complete	Nicola Pearce	No additional comments
Sharing of information with public via councils' internet site.	Complete	Dave Griffiths	Several reports published
Land tribunal hearing held to consider householders concerns on council action.	Complete	Ceri Morris	No additional comments
Discussions are ongoing with the insurance companies representing all but one of the owners through a third party consultancy.	In progress	Ceri Morris	Discussions continue with the insurance companies representing all but one of the owners through a third party consultancy.
Discussions are underway with tenants to conclude compensations payments.	In progress	Ceri Morris	Discussions with Phase 1 tenants concluded. Discussions continue with Phase 2 tenants to conclude compensation payments
Develop Strategic Planning Framework to inform future development proposals in the area.	In progress	Ceri Morris	Work on preparing the Replacement LDP has now commenced. Preferred strategy to be issued for consultation in 2024.



Target Risk



Has there been any change in risk rating since last report?

Other Notes

Coal Tips & Quarries

Risk Owner/s: Nicola Pearce

Risk Reference: SR03

Risk Description

Date Risk Added: 2022

IF there isn't an effective management system to address historic coal tips and quarries on council owned land **THEN** there will be harm to people and the wider community.

Risk Category: Property & Infrastructure

Risk Appetite: Open

Risk Control/s

Inherent Risk

Action/s:	Progress	Responsible Officer	Owner's Comment



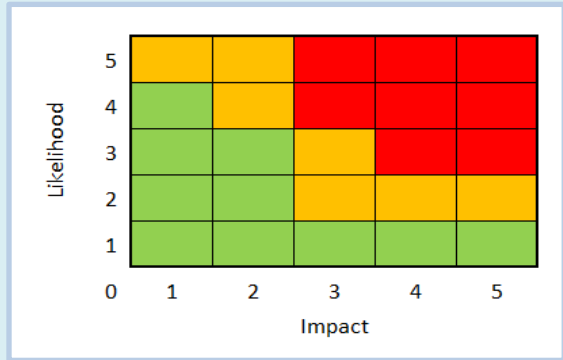
Mitigation Plan

Residual Risk

Action/s:	Progress	Responsible Officer	Owner's Comment
Welsh Government Task Force Established to review current legislation. Over 600 Tips identified within Neath Port Talbot County Borough Council. All high risk category D tips have been identified and jointly inspected by the Coal Authority and council officers. Welsh Government grant secured 2021/22 to mitigate risks however it should be noted that these risks will continue to remain active and require on-going inspections and maintenance. Inspections currently being undertaken on all category C Tips with a view to securing further Welsh Government grants to mitigate the the risk from becoming worse. Category B-C tips to be surveyed thereafter.	In progress	Dave Griffiths	Inspection regime ongoing, with capital bids made to Welsh Government to mitigate high risk category D tips. Welsh Government grant (£1.4 million) secured to carryout surveys, maintenance and / or remediation works to High Risk Tips during the financial year 2022/2023. The council has been awarded a further £6.64M of Welsh Government grant for the continuation of surveys, maintenance and remediation works on coal tips within the authority. Major works at Dyffryn Tips has commenced on site to protect the River Afan. Phase 1 of the tip remediation is complete. Phase 2 works are subject to grant becoming available to complete the works. A recent decision has also been taken by the council to demolish Godre'r Graig School which is located directly below a nearby Quarry Tip which has been confirmed as actively unstable. Demolition works have started on site and are planned for completion during summer 2024. A sum of £445K is included in the 2024/25 Capital programme for the the demolition and remediation works. The protection bund is currently undergoing stability testing which once confirmed will allow for the landscaping works to commence with a view to completing all remedial works by spring 2025.



Target Risk



Has there been any change in risk rating since last report?

Oher Notes

Recruitment

Risk Owner/s: Noelwyn Daniel

Risk Reference: SR04

Risk Description

IF the council is unable to recruit and retain appropriately skills and qualified employees in sufficient numbers, in light of national and local recruitment shortages **THEN** service delivery may be adversely impacted and the objectives set out in the Corporate Plan may not be fully realised.

Date Risk Added: 2022

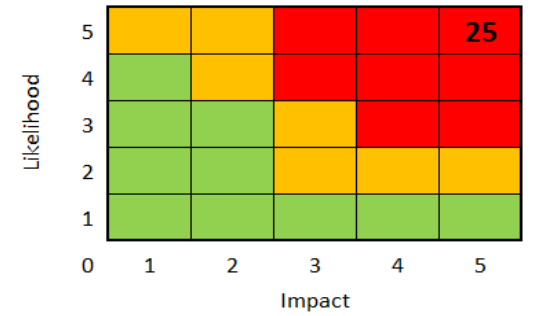
Risk Category: People

Risk Appetite: Open

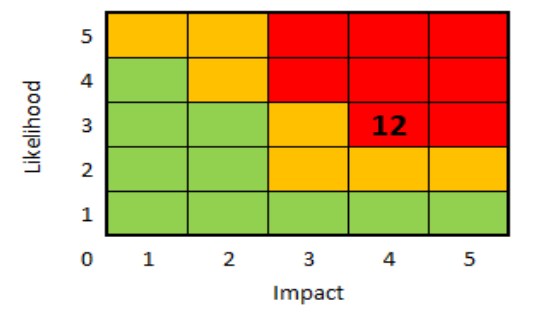
Risk Control/s

Inherent Risk

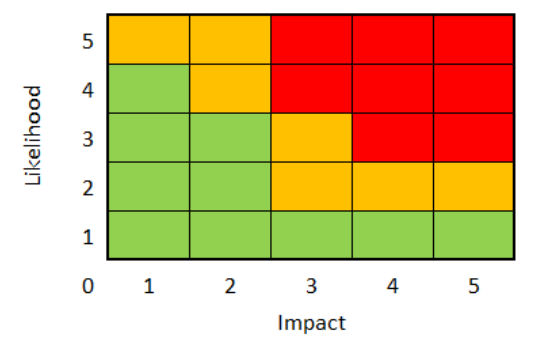
Action/s:	Progress	Responsible Officer	Owner's Comment
A Recruitment Taskforce was established in November 2021, chaired by the Head of People & Organisation Development, bringing together resources from across the council, and working with external partners including DWP, Council for Voluntary Services, universities and education providers amongst others, to develop actions to increase capacity in the workforce across the council, with short term actions to recruit immediately and long term actions to develop the future	Completed	Sheenagh Rees	The Taskforce continue to meet and develop short term and longer term strategies to support recruitment of hard to fill roles, retention and succession planning.
The development and implementation of a Recruitment website in March 2022 creating the brand #TeamNPT ensures that the council has a visible and attractive employer brand, marketing the council as an employer of choice. The website will be reviewed in 2024 to ensure it remains fit for purpose.	Completed	Sheenagh Rees	Updated 26.09.2024- The review of the website is currently underway. Recruitment data is available on request.
The succession planning toolkit has been designed to assist managers to plan and develop future workforce requirements. Early in 2022 / 2023 the OD team provided mandatory accountable manager training to support the development of a succession plan for every service. These local plans are helping to inform corporate planning and OD actions. The majority of services have a plan in place. The talent management team have undertake a review of the toolkit and developed an interactive version to make it easier for managers to complete and keep updated. The team are in the process of briefing management teams.	In progress	Sheenagh Rees	Updated 26.09.2024 - Mandatory training for accountable managers is now part of the annual training programme.
The Corporate Recovery Board developed an outline Future of Work Strategy, informed by feedback from employees, Accountable Managers and Heads of Service. This has been further developed with input from managers into a Future of Work Strategy signed off by Elected Members autumn 2022. In 2023 the Strategy and Delivery Plan were reviewed to ensure that the priorities remain fit for purpose and to set out the delivery actions for the next 12 month period, this was approved by Members at Personnel Committee in March 2024.	Complete	Sheenagh Rees	Updated 26.09.2024 - For further information please refer to Personnel Committee report - March 2024.
The council has committed resource to support the implementation of the Future of Work Organisational Development, funding a delivery team which will be in place until March 2025, and the commissioning of development programmes, and actions linked to employee well-being, reward and recognition and succession planning.	Complete	Sheenagh Rees	Updated 26.09.2024 - Resources are in place until December 2025.
Development of data analytics capacity within the HR team will support the development of evidence based workforce planning.	In progress	Sheenagh Rees	Updated 26.09.2024 - The People Analytics and Systems Team was established in 2023 within the HR team. They are currently piloting Power BI on behalf of the council, and in order to enhance our data analytics capability.
The implementation of the Interim Hybrid Working Framework, embracing flexible, agile and mobile workstyles, to be tested and reviewed prior to confirmation of the workforce model to be agreed and signed off by Elected Members in Autumn 2022, will ensure that the council has an employment offer that keeps pace with the external environment and competitor employers.	Complete	Sheenagh Rees	Review has taken place, extensive consultation and approval given at Personnel Committee on 24th October 2022.
Commitment to employment security to the maximum extent possible factored into the emerging Medium Term Financial Plan	In progress	Sheenagh Rees	Updated 26.09.2024 - In light of budget proposals the council's redeployment action group, chaired by the Director of Strategy & Corporate Services, has been stood up and will be agreeing actions to maximise employment security.



Residual Risk



Target Risk



Mitigation Plan

Has there been any change in risk rating since last report?

Action/s:	Progress	Responsible Officer	Owner's Comment
The council funded additional temporary resources based in the HR team for a period of 18 months in 2021/2022. These resources enabled the development of a new recruitment website, and new resources to support recruitment and retention activity, as well as bespoke work with managers of hard to recruit to posts, unskilling them and helping them to identify better and improved ways to	Completed	Sheenagh	

Other Notes

hard to recruit to posts, upskilling them and helping them to identify better and improved ways to recruit. This resource has been replaced with the Talent Management Team established in January 2024, for a 3 year period. The team will continue to embed the work developed by the recruitment specialists but with a wider remit, focussing not only on external recruitment markets, but also focussing on internal career development, retention and talent management.

Completed

Sineagh
Rees

Updated 26.09.2024 - Recruitment data available on request.

Safeguarding

Risk Owner/s: Andrew Jarrett

Risk Reference: SR05

Risk Description

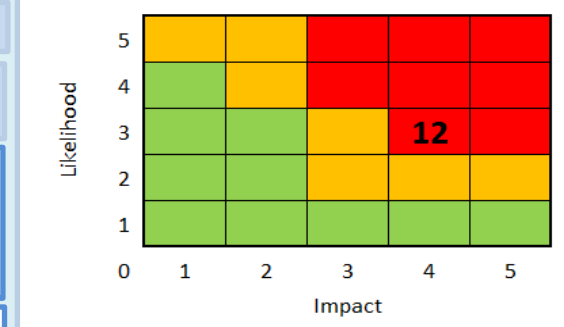
Date Risk Added: 2022

IF the council does not manage the safeguarding regime safely **THEN** significant harm will be caused to children and vulnerable people

Risk Category:

Risk Appetite: Open

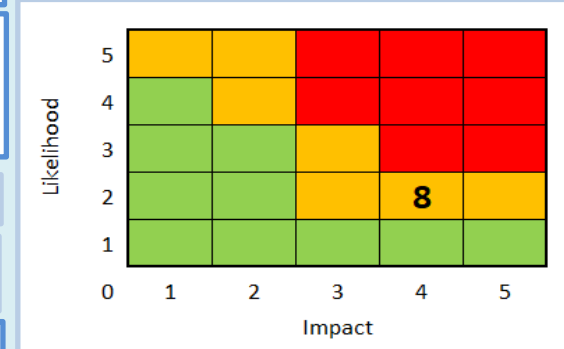
Inherent Risk



Risk Control/s

Action/s:	Progress	Responsible Officer	Owner's Comment
We will ensure that the new Client Information System being introduced across the Service will create positive systems to allow social workers to effectively record and monitor information about safeguarding concerns.	In progress	Keri Warren	No additional comments.
The Quality Strategic Practice Group to monitor the effectiveness of Safeguarding practices across Social Services in line with the 'Quality Assurance Framework'.	Complete	Keri Warren	No additional comments.
The Corporate Safeguarding Group, which oversees the councils Safeguarding Duties and Responsibilities will continue to integrate safeguarding practices across the council to ensure a consistent response, whilst learning from best practice across Social Care.	Complete	Keri Warren	No additional comments.

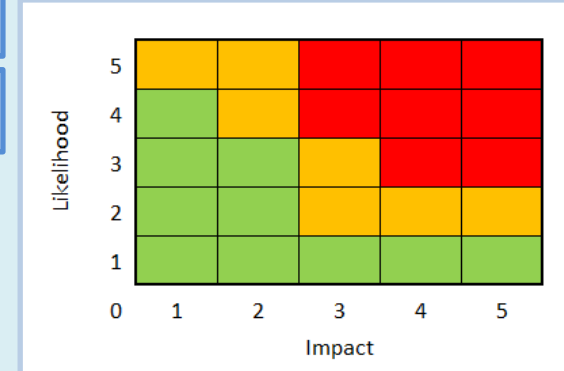
Residual Risk



Mitigation Plan

Action/s:	Progress	Responsible Officer	Owner's Comment
Continue to develop practices to better identify priority risks when supporting vulnerable people.	In progress	Keri Warren	No additional comments.
Identify opportunities to enhance multi-agency working across Children's and Adult Services front-doors and Safeguarding team.	In progress	Keri Warren	No additional comments.
Embed a "Transitional Safeguarding Pathway" to support vulnerable young people's safe transition into adulthood.	In progress	Keri Warren	No additional comments.

Target Risk



Has there been any change in risk rating since last report?

Other Notes

Financial Sustainability

Risk Owner/s: Huw Jones

Risk Reference: SR06

Risk Description

Date Risk Added: 2022

IF there are insufficient capital and revenue resources for 2025/2026 **AND** the council fails to take account of demographic changes accurately **THEN** the council will have to agree priorities, raise council tax and make cuts in jobs and services to deliver a balanced budget.

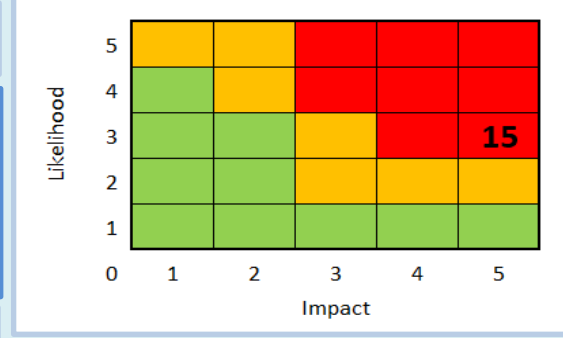
Risk Category: Financial

Risk Appetite: Open

Risk Control/s

Inherent Risk

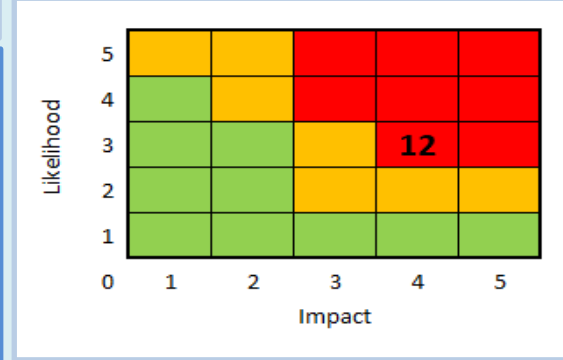
Action/s:	Progress	Responsible Officer	Owner's Comment
Financial procedure rules and accounting instructions in place setting out clear roles and responsibilities.	Complete	Huw Jones	Welsh Government have indicated a 0% settlement for 2025/26 (WLGA Leaders meeting April 2024)
Monthly budget monitoring undertaken, reviewed by Corporate Directors Group on a monthly basis and reported to the Executive quarterly.	In progress	Huw Jones	



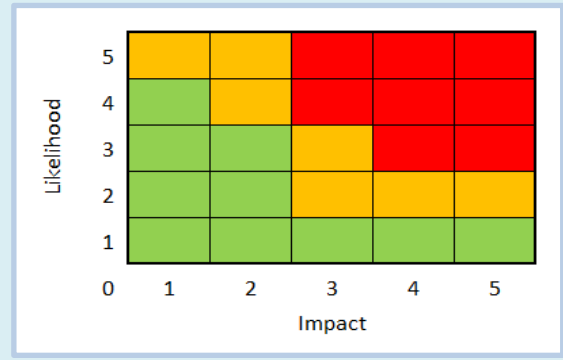
Mitigation Plan

Residual Risk

Action/s:	Progress	Responsible Officer	Owner's Comment
A robust Medium Term Financial Plan is being developed to ensure the council can plan activity in line with estimated resources.	In progress	Huw Jones	Updated 26.09.2024 - Welsh Government have indicated a 0% settlement for 2025/26 (WLGA Leaders meeting April 2024) - Reaffirmed by Cabinet Secretary in June 2024. Updated 26.09.2024 - Once the current budget round is complete these will be further revised as part of the production of a Medium Term Financial Plan (MTFP)
Intensive lobbying of UK and Welsh Government needs to be undertaken to secure sufficient funding to meet statutory duties	In progress	Huw Jones	
Extensive programme of employee, elected member and stakeholder being planned to create ownership of the overall budget position and to secure maximum effort to create a sustainable financial and corporate strategy for the next planning period	In progress	Huw Jones	
Build forecast demographic changes into the assumptions underpinning the medium term financial planning model.	In progress	Huw Jones	
Explicitly consider demographic pressures in devising strategies and policies to respond to changes forecast in the demographic profile of the area.	In progress	Heads of Service	
Ensure people from all backgrounds are engaged and involved in devising policy and strategy that is intended to meet their needs.	In progress	Heads of Service	



Target Risk



Has there been any change in risk rating since last report?

Other Notes

06.11.2024 - Demographic profiling risk (SR10) merged into Financial Sustainability

Health & Safety

Risk Owner/s: Noelwyn Daniel

Risk Reference: SR07

Risk Description

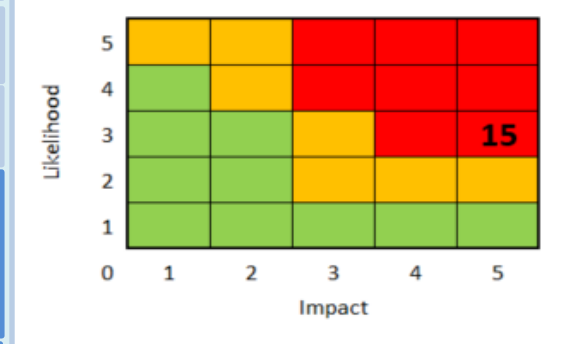
Date Risk Added: 2022

IF the council fails to embed a culture of Health and Safety within its workforce **THEN** accidents and incidents could occur leading to injury and / or death.

Risk Category: People

Risk Appetite: Open

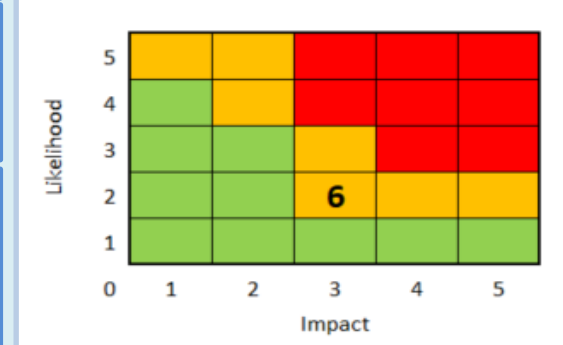
Inherent Risk



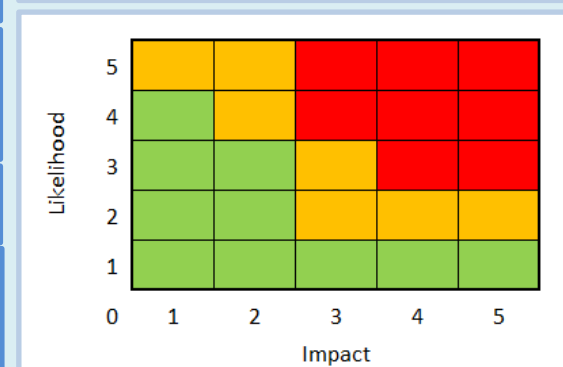
Risk Control/s

Action/s:	Progress	Responsible Officer	Owner's Comment
The Corporate Occupational Health & Safety Policy is reviewed annually and includes a signed statement from the Chief Executive. The Policy sets out clear roles and responsibilities in relation to Health and Safety. This policy is issued to every employee as part of the induction process and is available on the council's intranet.	Complete	Sheenagh Rees	In place.
A Health and Safety Law poster is displayed prominently in every council workplace.	Complete	Sheenagh Rees	In place
The council has allocated resources to the Health & Safety Team to employ an appropriately experience and qualified Occupational Health & Safety Manger and a team of Health and Safety Officers, to provide advice and guidance in relation to Occupational Health & Safety matters across the council, ensuring that an appropriate policy	Complete	Sheenagh Rees	In place.
The council has implemented a Risk Assessment process to facilitate the identification of hazards and mitigating actions which include ensuring employees have the necessary skills and training to undertake their jobs safely, that employees have appropriate Personal Protective Equipment and know how to use it, and that employees know and understand the health and safety rules that apply to their job and workplace and adhere to them. Line managers receive training in relation to the Risk Assessment process and are responsible for ensuring that Risk Assessments are carried out and are up-to-date. Regular auditing by the Health and Safety team takes place.	Complete	Sheenagh Rees	In place
The council has an agreed process in place to identify and appoint a Responsible Officer for every building in which employees of the council work, and mandatory Responsible Officer eLearning which every Responsible Officer is required to complete.	Complete	Simon Brennan	Updated 26.09.2024 - A review of the arrangements for the Responsible Persons in being undertaken in 2024.
The council has an agreed Accident and Incident reporting process in place, and keeps records as required of all accidents and incidents.	Complete	Sheenagh Rees	No additional comments
The Health & Safety Team have implemented a proactive model of internal cross auditing which features four elements necessary for success: assessment of conformance to written procedures, assessment of the effectiveness of the process being audited, detection of external elements affecting the process being audited, and documentation of exceptional performance.	Complete	Sheenagh Rees	No additional comments
Mandatory IOSH Safety for Executives and Directors eLearning completed by Heads of Service and Corporate Directors February 2022 to ensure a top down approach to Health & Safety culture. This will need to renewed every 3 years.	Complete	Sheenagh Rees	On-line training available to every Corporate Director and Head of Service.
The Occupational Health Unit carry out pre-appointment assessments to ensure that new recruits are fit for appointment, and carry out a programme of health surveillance, and safety critical medicals, as well as supporting attendance management, medical	Complete	Sheenagh Rees	No additional comments

Residual Risk



Target Risk



Has there been any change in risk rating since last report?

Other Notes

redeployment and rehabilitation processes.

Mitigation Plan

Action/s:	Progress	Responsible Officer	Owner's Comment
In 2024 a review of data collection, management and reporting will be undertaken with the aim of improving the availability of Health & Safety Reporting, and to ensure that managers from Corporate Director Group downwards have awareness of any accidents and incidents, and can consider any action that may need to be taken as a result.	In progress	Sheenagh Rees	<i>No additional comments</i>
An Annual Health & Safety Report will be provided to the council's Personnel Committee, to raise awareness of any accidents and incidents and consideration of actions that need	In progress	Sheenagh Rees	<i>No additional comments</i>
The 'Bee Healthy, Bee Safe, Bee Happy' Health & Safety Campaign is to be launched and rolled out throughout 2024/25, with the aim of embedding Health & Safety culture throughout the council engaging employees in a fun way.	In progress	Sheenagh Rees	Ongoing

Emergency Planning

Risk Owner/s: Noelwyn Daniel

Risk Reference: SR08

Risk Description

IF the council fails to comply with the requirements of the Civil Contingencies Act 2004 **THEN** in the event of a major incident council services may be significantly adversely affected and the council may be in breach of its statutory responsibilities leading to litigation and reputational damage.

Date Risk Added: 2022

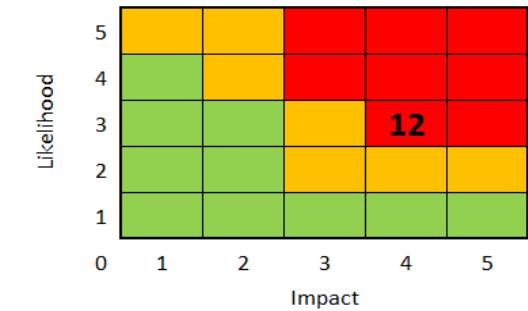
Risk Category: Reputational

Risk Appetite: Cautious

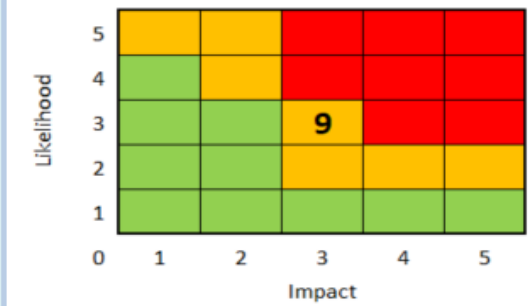
Risk Control/s

Inherent Risk

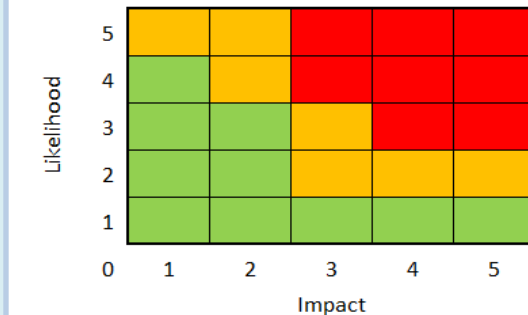
Action/s:	Progress	Responsible Officer	Owner's Comment
The Civil Protection and Preparedness Team have an established Business Continuity Planning Framework in place, and provide training and support to Accountable Managers to support the completion of a business continuity	Complete	Sheenagh Rees	The Civil Protection and Preparedness Team are currently reviewing the BCP framework and will be relaunching new arrangements early in 2025.
The Civil Protection and Preparedness Team monitor the completion and review of Business Continuity Plans across the council providing an annual report to Corporate Director Group.	In progress	Sheenagh Rees	An update will be provided following renewal process.
The Civil Protection and Preparedness Team have in place a rolling programme to test corporate disaster recovery and business continuity plans against service plans and a range of scenarios.	Complete	Sheenagh Rees	No additional comments
A Strategic Officer Duty Rota is in place to ensure that an allocated senior officer is on call 24/7, 365 days a year, to support the council response in the event of a Major Incident and to represent the council at GOLD or SILVER Strategic Command Group should this be required.	Complete	Sheenagh Rees	No additional comments
The Civil Protection and Preparedness Team provide appropriate training and guidance to officers on the Strategic Officer Duty Rota ensuring that they are appropriately prepared to support the council's response in the event of a major incident.	Complete	Sheenagh Rees	No additional comments
The Civil Protection and Preparedness Team have a 24/7, 365 days a year rota to ensure that tactical support is available to support the council response in the event of a major incident, supporting emergency services as necessary.	Complete	Sheenagh Rees	No additional comments
The council allocated resources in 2022 to enable the establishment of an additional officer to support Environment and Regeneration Directorate with risks associated with coalmines and landslips.	Complete	Sheenagh Rees	No additional comments
The council allocated additional resources in 2022 to enable the establishment of two additional officers to support the council comply with the PROTECT Duty.	Complete	Sheenagh Rees	No additional comments
In April 2022 the council established a Protective Security Preparedness Group (PSPG), to deliver an integrated security approach that is consistent with national guidance and standards to ensure local communities are safe and to enhance and support protective security and preparedness at public accessible locations within the council.	Complete	Sheenagh Rees	Updated 26.09.2024 - The PSPG continue to meet on a quarterly basis and in 2024/2025 will be considering the implications of Martyn's Law.



Residual Risk



Target Risk



Has there been any change in risk rating since last report?

Other Notes

Mitigation Plan

Action/s:	Progress	Responsible Officer	Owner's Comment

<p>The council has allocated resources to the Civil Protection and Preparedness Team, employing suitably qualified and experienced officers to support the provision of advice and guidance in relation to business continuity planning.</p>	<p>Complete</p>	<p>Sheenagh Rees</p>	<p>No additional comments</p>
<p>The Civil Protection and Preparedness Team assess local risk to identify what the council needs to plan for and then writes and reviews response plans against each identified risk.</p>	<p>Complete</p>	<p>Sheenagh Rees</p>	<p>No additional comments</p>
<p>The Civil Protection and Preparedness Team represent the council at the South Wales Local Resilience Forum, supporting regional risk assessments and planning.</p>	<p>Complete</p>	<p>Sheenagh Rees</p>	<p>No additional comments</p>

Personal Information

Risk Owner/s: Noelwyn Daniel

Risk Reference: SR09

Risk Description

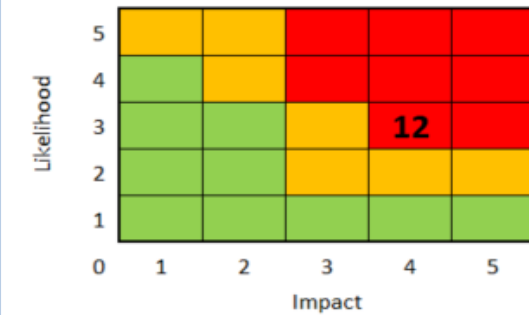
IF personal/ sensitive information is unlawfully disclosed **THEN** there will be major financial penalty and loss of public confidence.

Date Risk Added: 2022

Risk Category: Security

Risk Appetite: Cautious

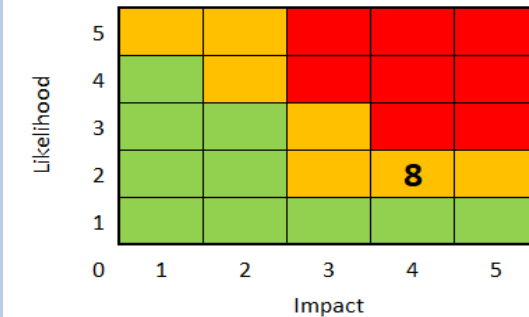
Inherent Risk



Risk Control/s

Action/s:	Progress	Responsible Officer	Owner's Comment
GDPR Compliance Group meets as required to consider individual reported cases.	In progress	Craig Griffiths	Mitigation plans are ongoing on a constant basis.
Continued training and refresher training for officers on Data Protection responsibilities.	In progress	Craig Griffiths	
Audit of Data Protection Compliance within all sections of the council to ensure appropriate measures in place to meet obligations under Data Protection Act 2018	In progress	Craig Griffiths / Chris Owen	
Continued targeted training; provision of encryption technology; access to secure email transmission and receipt.	In progress	Craig Griffiths / Chris Owen	

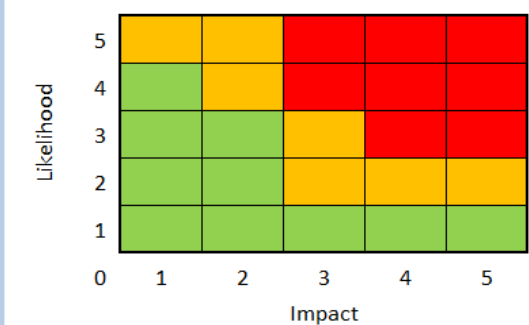
Residual Risk



Mitigation Plan

Action/s:	Progress	Responsible Officer	Owner's Comment
Continual review and testing of Perimeter base and Information security.	In progress	Craig Griffiths / Chris Owen	Mitigation plans are ongoing on a constant basis.

Target Risk



Has there been any change in risk rating since last report?

Other Notes

Digital Operations

Risk Owner/s: Noelwyn Daniel

Risk Reference: SR11

Risk Description

Date Risk Added: 2022

IF there is a disruption in operations or unavailability of technology or services, due to high dependency on tightly coupled technology or external environmental factors (such as total power loss, flood, etc.), **THEN** this would have a significant impact on service delivery across the council.

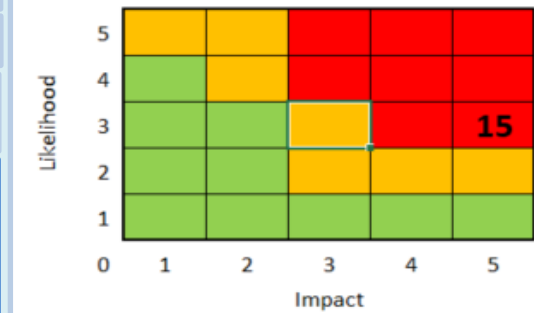
Risk Category: Data & Information

Risk Appetite: Minimalist

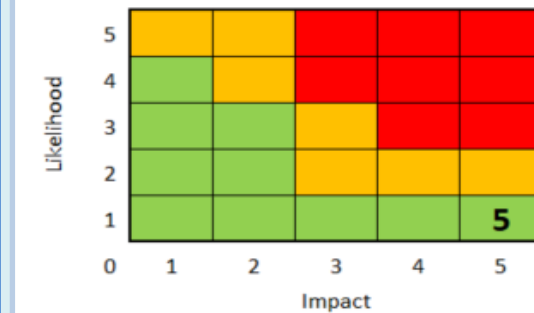
Risk Control/s

Inherent Risk

Action/s:	Progress	Responsible Officer	Owner's Comment
Business Continuity Plans.	In progress	Chris Owen	Digital operations must ensure a high performing and resilient operation layer across the councils technical architecture..
Disaster Recovery Plans.	In progress	Chris Owen	
Operations and Product Roadmaps / Infrastructure review / Full map all services and dependencies.	In progress	Chris Owen	
Data and Systems are secured and replicated across two civic centre sites to provide resilience and swift recovery in the event of systems failure.	Complete	Chris Owen	
Routine - IT Health Checks, maintenance, patch management, capacity management etc.	In progress	Chris Owen	
Disaster recovery of individual systems is tested during system upgrades. A full test of each system type will be performed on an annual basis.	In progress	Chris Owen	
Migration of device management workload from System Centre Configuration Manager to Intune.	In progress	Chris Owen	



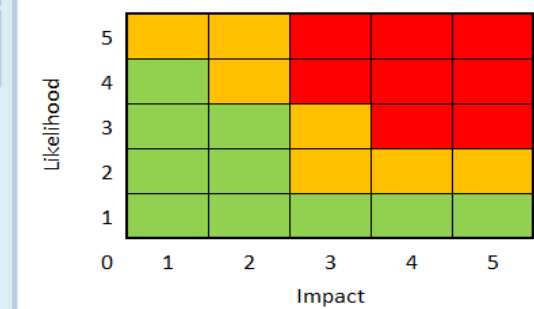
Residual Risk



Mitigation Plan

Target Risk

Action/s:	Progress	Responsible Officer	Owner's Comment



Has there been any change in risk rating since last report?

Other Notes

Digital Protection

Risk Owner/s: Noelwyn Daniel

Risk Reference: SR12

Risk Description

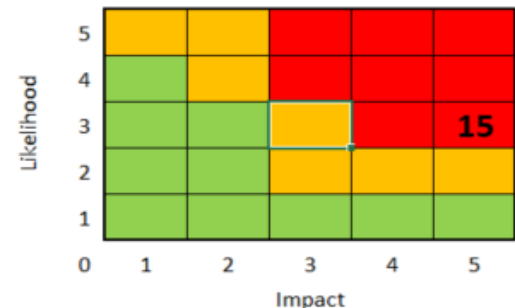
IF there is a lack of protection around the digital and data ecosystem, **THEN** there is a risk to ensuring confidentiality and integrity of the technology systems and safeguarding of data.

Date Risk Added: 2022

Risk Category: Security

Risk Appetite: Cautious

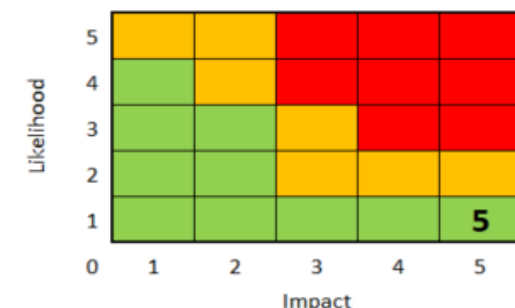
Inherent Risk



Risk Control/s

Action/s:	Progress	Responsible Officer	Owner's Comment
Cyber Security Strategy review / Action Plan implementation	In progress	Chris Owen	We must give assurance to residents, businesses and other stakeholders of the council's commitment to delivering robust information security measures to protect resident and stakeholder data from misuse and cyber threats. Safeguarding their privacy through increasingly secure and modern information governance and data sharing arrangements - both internally and with partners.
Cyber Playbooks.	Complete	Chris Owen	
Routine Testing / Bobs Phishing	In progress	Chris Owen	
IT Health Checks - Regular tests of the quality of internal and external controls are carried out by external accredited organisations.	In progress	Chris Owen	
Layer of technology controls including Nessus, MFA, Intune etc.	Complete	Chris Owen	
Cyber Essentials (+).	In progress	Chris Owen	
Digital forensics.	In progress	Chris Owen	
Technical controls including Rubrik backup solution - immutable data, Bullwall real-time encryption prevention, lock down for USB devices.	Complete	Chris Owen	
Information Security training is carried out (face to face and online) and available to all staff.	In progress	Chris Owen	
Deploy Intrusion Detection / Prevention Solution.	In progress	Chris Owen	

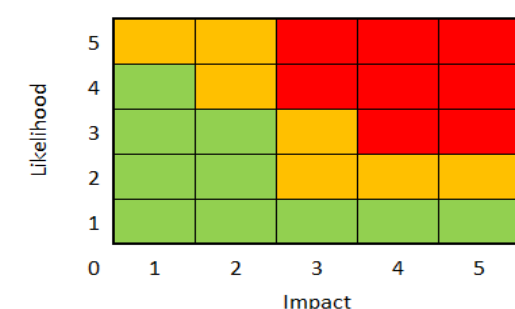
Residual Risk



Mitigation Plan

Action/s:	Progress	Responsible Officer	Owner's Comment
Explore new opportunities including consideration of Microsoft enhanced controls such as DLP to further protect.	In progress	Chris Owen	No additional comments
Adopt appropriate data encryption, authentication, authorisation and back up methods.	In progress	Chris Owen	
Monitor and respond to data incidents promptly and effectively	In progress	Chris Owen	

Target Risk



Has there been any change in risk rating since last report?

Other Notes

Inward Investment

Risk Owner/s: Nicola Pearce

Risk Reference: SR14

Risk Description

Date Risk Added: 2022

IF the council does not put in place sufficient capacity and capability **THEN** developer interest in the county borough will not be realised losing the opportunity to create new sustainable jobs and grow the local economy and opportunities to lever in funding will be lost.

Risk Category: Project/Programme

Risk Appetite: Open

Risk Control/s

Inherent Risk

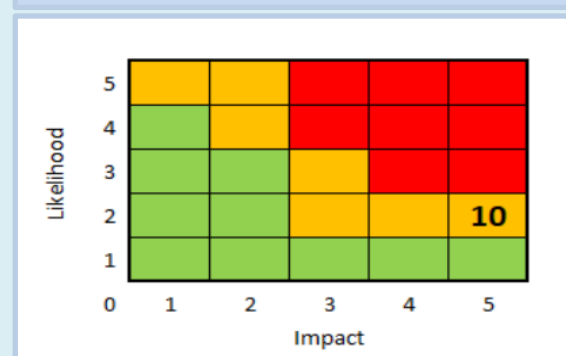
Action/s:	Progress	Responsible Officer	Owner's Comment



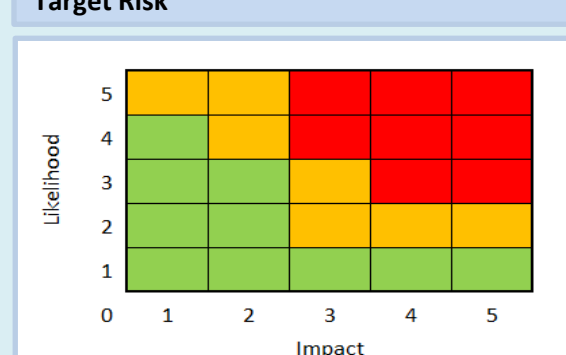
Mitigation Plan

Residual Risk

Action/s:	Progress	Responsible Officer	Owner's Comment
Develop and monitor the place based strategy.	In progress	Simon Brennan	<p>Updated 14.10.2024 - The Place Plans for the major town centres will be completed shortly, with the plans for a number of the smaller town centres following during early 2025. These plans will be subject to consultation with members followed by sessions with other stakeholders. Place Plans are a mechanism to enable Welsh Government to allocation grants of up to £250k and as such are not a means to masterplan areas. They will however inform the Regeneration Strategy, which is being drafted in parallel with the Place Plans. With regard to recruitment to improve resilience in the Economic Development/ Regeneration area, a number of posts have been filled to support the SPF programme, and other existing posts back-filled. Freeport status has been secured, as part of a joint bid with Associated British Ports, Milford Haven Ports & Pembrokeshire Council. The Outline Business Case was submitted in December 2023 and the full Business Case will be submitted before the end of 2024. At the same time, officers across the Directorate will need to ensure that potential constraints preventing development of the Freeport tax sites are mitigated, thus enabling efficient delivery of the Freeport vision. Support is also being given to a number of high profile inward investment opportunities including the Wildfox Resort Development in the Afan Valley and the GCRE project in the Dulais Valley. Shared Prosperity Fund Anchor projects have been launched, and work is underway on the Neath Heritage Corridor Levelling Up Fund (LUF) projects, as well as those approved under LUF Round 3 for the Port Talbot town centre scheme. Confirmation of the Newbridge Road Bridge scheme has not yet been received. In addition to delivering these projects the team is also working with partners to help mitigate the the decision made by Tata Steel to transition to an electric arc furnace method of manufacturing steel. This support is provided in terms of the regulatory functions and by supporting affected employees to secure access to alternative employment. Business cases are being delivered to provide further resources to the team. The consultancy teams are experiencing extreme difficulty in recruiting specialist technical staff to facilitate major schemes putting at risk delivery of projects, alternatives are being pursued to now outsource this work with the private sector at enhanced rates to reflect the market rates in this sector.</p>
Continue to implement and monitor the Community Benefits toolkit.	In progress	Simon Brennan	
Ensure sufficient capacity to deliver within both Regeneration and Planning teams to enable the delivery of these strategically important projects.	In progress	Simon Brennan / Ceri Morris	
Ensure pipeline of schemes to develop into funding applications to secure allocative and competitive UK Government funding.	In progress	Simon Brennan	
Monitor post construction.	In progress	Simon Brennan	
Ensure alliance to established and emerging Regeneration Strategies wherever possible.	In progress	Simon Brennan	



Target Risk



Has there been any change in risk rating since last report?

Other Notes

Supporting Vulnerable People

Risk Owner/s: Andrew Jarrett

Risk Reference: SR15

Risk Description

Date Risk Added: 2022

IF there are insufficient resources provided to meet the needs of the most vulnerable people in the County Borough **THEN** outcomes for the population will be poor and the council may breach its statutory duties.

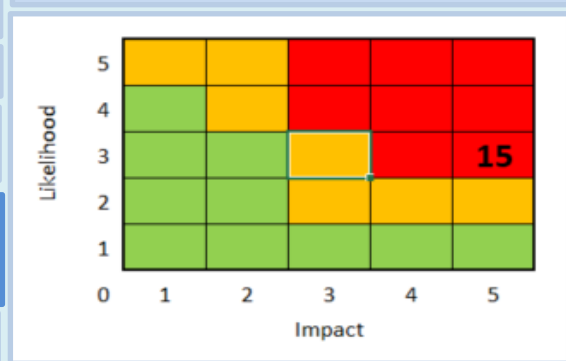
Risk Category: People

Risk Appetite: Open

Risk Control/s

Inherent Risk

Action/s:	Progress	Responsible Officer	Owner's Comment
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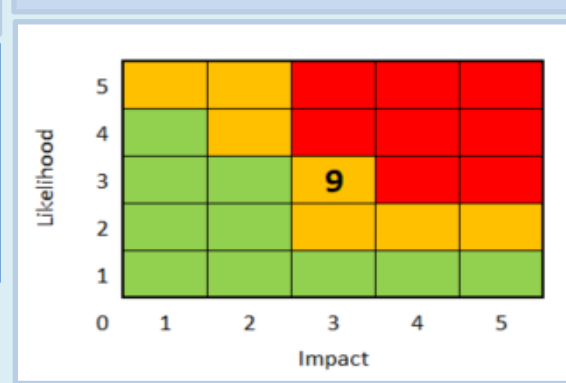


In 2023 Adult Services, Children and Young People Services and Housing Services will clearly set out their strategies for meeting increasing demand in the coming years.	In progress	Andrew Jarrett	No additional comments.
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Mitigation Plan

Residual Risk

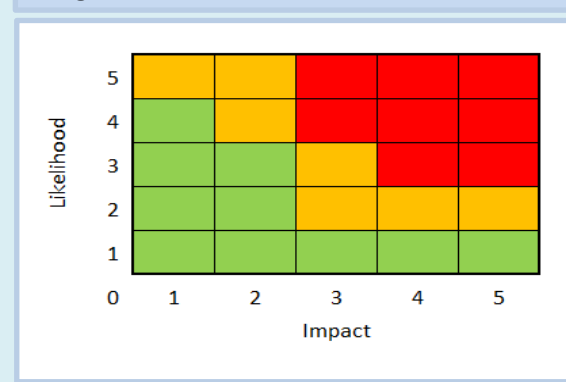
Action/s:	Progress	Responsible Officer	Owner's Comment
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A clear analysis of yearly demand and the anticipated resources needed to meet it will be clearly communicated to Senior Officers and Members as a part of annual budget setting considerations.	In progress	Andrew Jarrett	No additional comments.
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The Director of Social Services, Health and Housing will advise CDG, Cabinet and Members of any likelihood that the council could/ may breach its statutory duties.	In progress	Andrew Jarrett
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Target Risk



Has there been any change in risk rating since last report?

Other Notes

Decision Making

Risk Owner/s: Noelwyn Daniel

Risk Reference: SR16

Risk Description

Date Risk Added: 2022

IF officers and members do not adhere to appropriate steps to be undertaken when making decisions, **THEN** the council may be challenged on making unlawful decisions which could cause reputational damage.

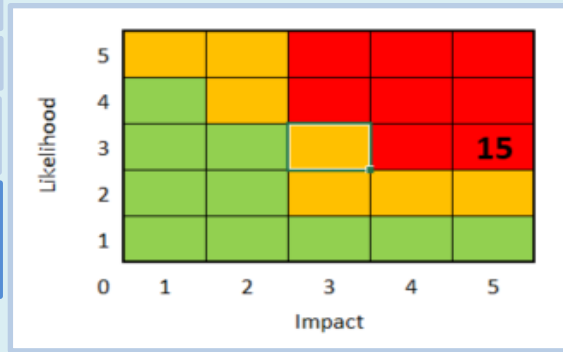
Risk Category: Governance

Risk Appetite: Cautious

Risk Control/s

Inherent Risk

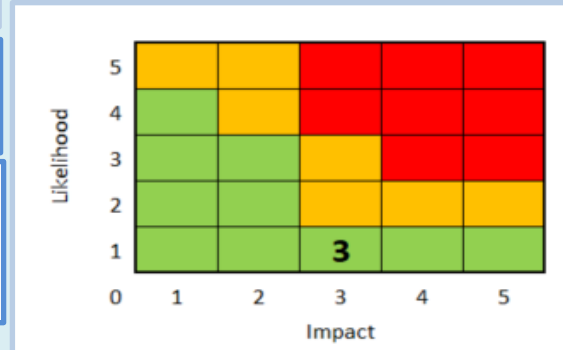
Action/s:	Progress	Responsible Officer	Owner's Comment



Mitigation Plan

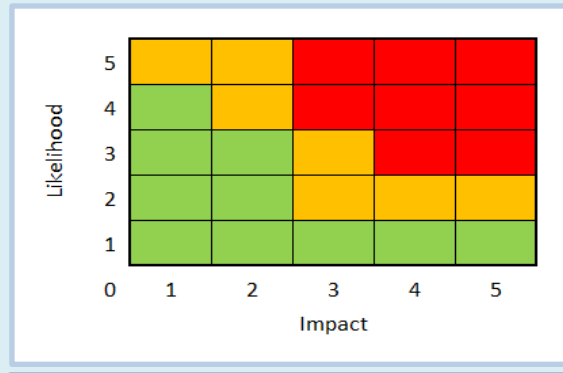
Residual Risk

Action/s:	Progress	Responsible Officer	Owner's Comment
Ensuring that legal advice is provided at the earliest opportunity in decision making to mitigate against challenge and the council taking unlawful decisions.	In progress	Craig Griffiths	<i>No additional comments.</i>
Good governance, and ensuring legal advice is embarked on, lies at the heart of an council's ability to achieve its objectives, manage its finances and maintain the trust of those that it serves. Good governance also encourages more robust decision making, greater scrutiny of decisions and better planning for the future.	In progress	Craig Griffiths	02.05.2024 - 'Safe and Legal Decision Making Training' is available for relevant officers and is provided on an annual basis by the Head of Legal and Democratic Services to council officers. Democratic Services Officers and Legal Services monitor reports to ensure legal compliance.



Target Risk

Target Risk



Has there been any change in risk rating since last report?

Other Notes

The Procurement Act 2023 is set to reform

the UK's public procurement regime, aiming to make it quicker, simpler, more transparent and better aligned with the UK's needs whilst remaining compliant with international obligations. In summary, the Procurement Act 2023 aims to streamline processes, enhance transparency, and ensure efficient public procurement while adhering to international standards. A work programme is underway to ensure compliance with obligation by end of October 2024.

Tata Transition

Risk Owner/s: Karen Jones

Risk Reference: SR18

Risk Description

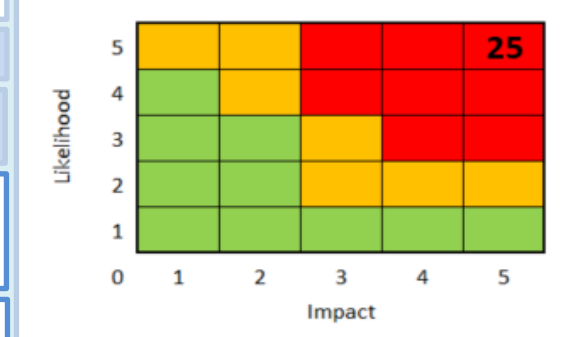
Date Risk Added: 31.10.2023

IF there isn't a sufficient government and industry response to the announcement of the changes at Tata **THEN** local people and the local economy will be severely impacted.

Risk Category: People

Date Risk Added: Open

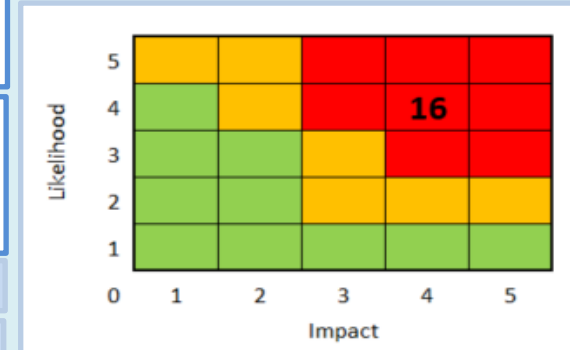
Inherent Risk



Risk Control/s

Action/s:	Progress	Responsible Officer	Owner's Comment
Transition Board membership.	Complete	Karen Jones	17.10.2024 - The Leader and Chief Executive are members of the Board. Key officers are involved in the sub-groups that support the work of the Board
Leading roles within the sub-groups.	Complete	Karen Jones	17.10.2024 - The Chief Executive of the council chairs the Co-ordination Group which is responsible for bringing agencies together to mitigate the impact of the changes. The Director of Environment and Regeneration leads the Place and Regeneration workstream and the delivery of interventions to support businesses and workers at risk of redundancy are led by the Economic Development and Employability teams respectively.
Local Economic Action Plan (LEAP) commissioned to assess the economic impact of the proposed transition, identify the short, medium and long terms interventions that can be considered to mitigate the impact and secure a just transition.	Complete	Karen Jones	17.10.2024 - The LEAP was endorsed by the Board May 2024. The recommendations are being translated into Short Form Delivery Plans with a priority focus on interventions that will support businesses, people at risk of redundancy and the wider community.

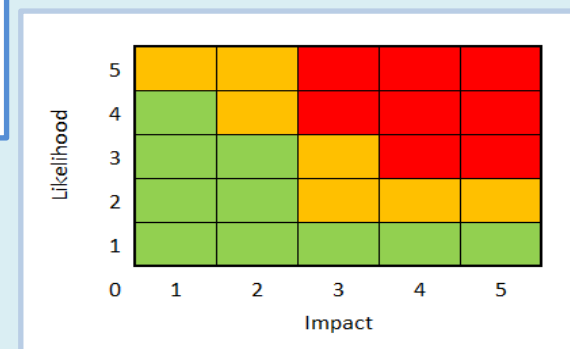
Residual Risk



Mitigation Plan

Action/s:	Progress	Responsible Officer	Owner's Comment
Early engagement with government, industry and wider partners to deliver a shared.	Complete	Karen Jones	17.10.2024 - Lessons from elsewhere (Redcar and North Wales) indicate that without a strategic regeneration vehicle, such as a development corporation, the area is unlikely to avoid long term scarring. Early discussions have started with minister and officials to bring forward early advice on the best way to approach the

Target Risk



Has there been any change in risk rating since last report?

Other Notes

Community Tensions

Risk Owner/s: Andrew Jarrett

Risk Reference: SR19

Risk Description

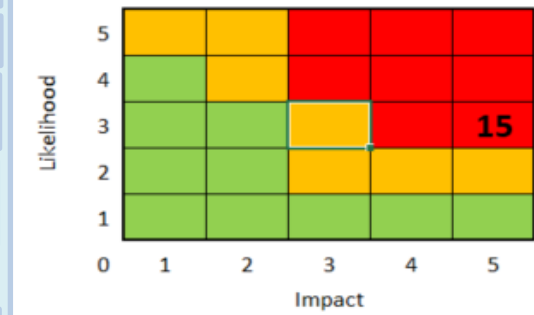
IF there is continued or escalated instability and conflict across the world **THEN** there are heightened risks of community tensions and additional pressures on an already stretched homeless services.

Date Risk Added: 31.10.2023

Risk Category: People

Risk Appetite: Open

Inherent Risk



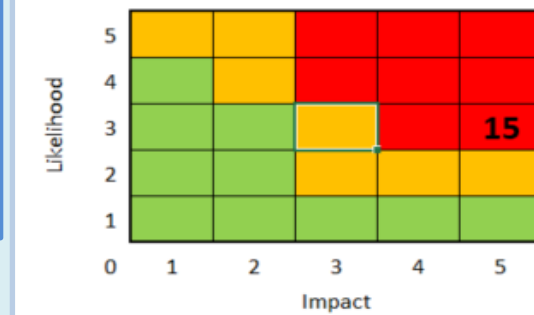
Risk Control/s

Action/s:	Progress	Responsible Officer	Owner's Comment

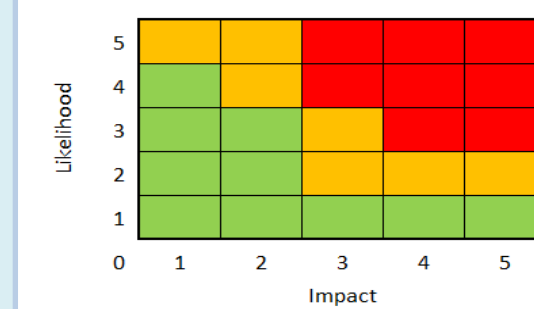
Mitigation Plan

Action/s:	Progress	Responsible Officer	Owner's Comment
Encourage the identification of vulnerable people so early intervention support can prevent situations from escalating	In progress	Andrew Jarrett	<i>No additional comments.</i>
Contact with government and the Wales Strategic Migration Partnership to shape government approaches.	In progress	Andrew Jarrett	
Monitor community tension through the established Community Safety Partnership arrangements.	In progress	Andrew Jarrett	

Residual Risk



Target Risk



Has there been any change in risk rating since last report?

Other Notes

Homelessness

Risk Owner/s: Andrew Jarrett

Risk Reference: SR21

Risk Description

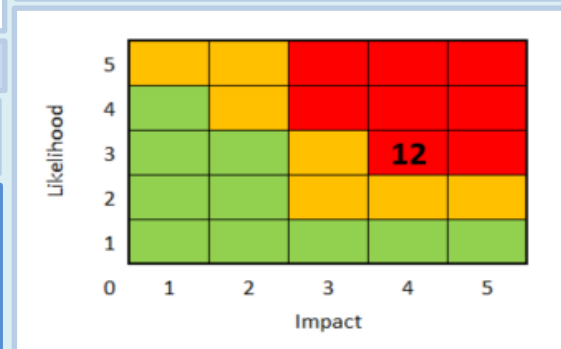
Date Risk Added: 21.02.2024

IF the continued use of hotel accommodation to discharge the council's statutory homeless duties leads to a 'change of use' in planning terms of such premises, and such use is not assessed and/or regularised, **THEN** the council will be at risk of legal challenge.

Risk Category: People

Risk Appetite: Open

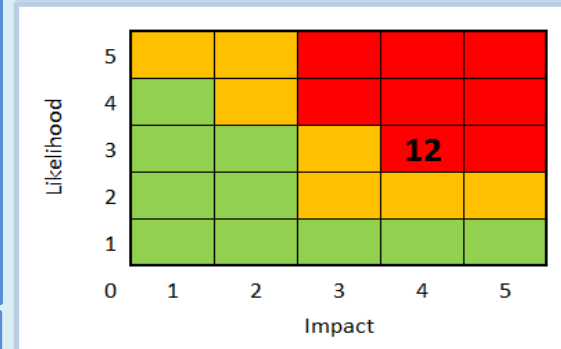
Inherent Risk



Risk Control/s

Action/s:	Progress	Responsible Officer	Owner's Comment
The service is currently implementing both a Rapid Rehousing Plan and Housing and Homelessness Strategy. Implementation groups and working groups have been set up to drive the work forward which will include development of accommodation (both temp and perm), including Housing First, and a restructure of staffing to ensure the plans can be delivered with the correct resources. This work will then put more focus on prevention and a reduction in presentations and need for temporary accommodation.	In progress	Chele Howard	Updated 23.09.2024 - The work stated in these documents will continue over the coming years with the aim of increasing prevention of homelessness and decreasing presentations and reliance on temporary accommodation. This will also be reliant on partnership working with Registered Social Landlords, other landlords and developers to ensure the supply can meet the demand. Project groups are now well established to take forward the different work programmes and partnership meetings with Registered Social Landlords and private landlords are fully operational.
Agreement, obtained in principal, with an Registered Social Landlord (RSL) to develop 10 units of Triage temporary accommodation, work is underway in regards to the necessary development work to change the buildings current use into triage. A working group has been established to plan the delivery of a number of triage temporary accommodation units, work is underway in regard to the necessary development work into building use and there are ongoing discussions with Registered Social Landlords (RSLs) around progress opportunities.	In progress	Chele Howard	The restructure of Housing Options and Strategic Housing has commenced and the new structure is anticipated to be in place by the end of August. A plan for ending the use of B&Bs/Hotels has been developed and actions from this plan are being taken forward by Officers. Planning Committee have received the report advising them on the conflict of laws.
During controlled building works at specific sites Building Control Officers will continue to take responsibility for these areas and discharge their duties to ensure the safety of occupants.	In progress	Ceri Morris	No additional comments.

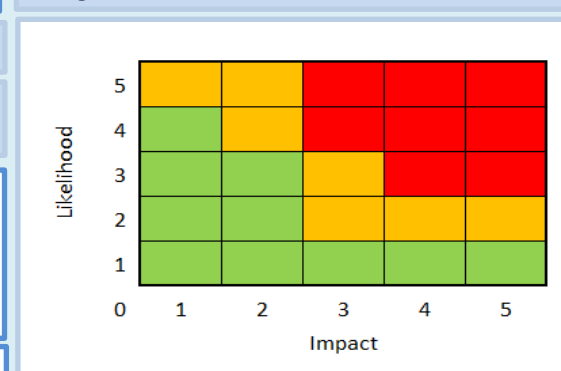
Residual Risk



Mitigation Plan

Action/s:	Progress	Responsible Officer	Owner's Comment
Prepare report for Planning Committee to advise of the conflict of laws and that while an exit plan is developed to no longer require large scale B&B/hotel use, it has been determined that the council's homeless duties will be prioritised, with the use of such premises not assessed and/or regularised.	Complete	Ceri Morris	No additional comments.
Review of Housing Support Grant (HSG) services with intention to redesign and recommission all services in line with changing needs of those that require ongoing homelessness prevention support.	In progress	Chele Howard	A review of Housing Support Grant services has been undertaken and proposals for recommissioning are in the process of development.

Target Risk



Has there been any change in risk rating since last report?

Other Notes

Additional Learning Needs Education Tribunal (Wales) Act

Risk Owner/s: Andrew Thomas

Risk Reference: SR22

Risk Description

Date Risk Added: 08.05.2024

IF council, schools and partners do not fulfil responsibilities and fail to comply with statutory duties and timescales as set out in the Additional Learning Needs Education Tribunal Wales (ALNET) Act and Code of Practice **THEN** there is potential for reputational damage and financial pressures.

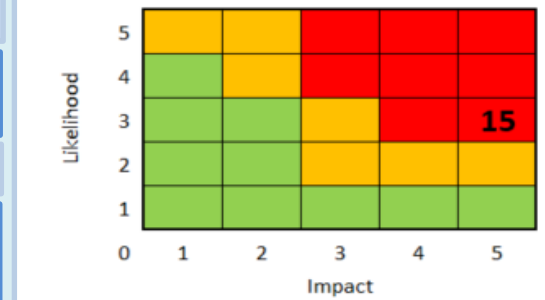
Risk Category: Governance

Risk Appetite: Cautious

Risk Control/s

Inherent Risk

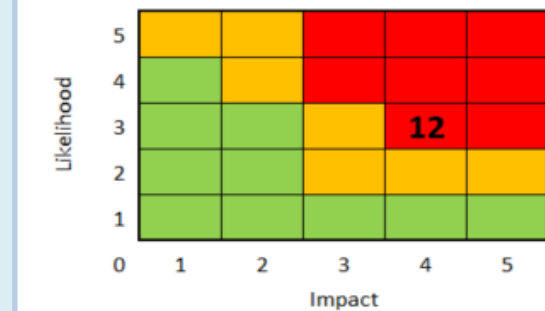
Action/s:	Progress	Responsible Officer	Owner's Comment
Training and support programme for schools to fully implement the new legislation.	In progress	Hayley Lervy	No additional comments.



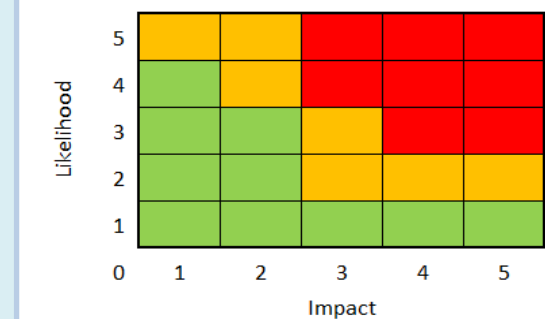
Mitigation Plan

Residual Risk

Strengthen partnership working and commitment to implementation with key partners.	In progress	Hayley Lervy	No additional comments.
Highlighting through Welsh Government forums including ADEW the significant concerns with the implementation programme.	In progress	Hayley Lervy	



Target Risk



Has there been any change in risk rating since last report?

Other Notes

School & ELL Buildings

Risk Owner/s: Andrew Thomas

Risk Reference: SR23

Risk Description

Date Risk Added: 08.05.2024

IF there is critical failure of Education, Leisure and Lifelong Learning buildings **THEN** the council will be unable to maintain business continuity.

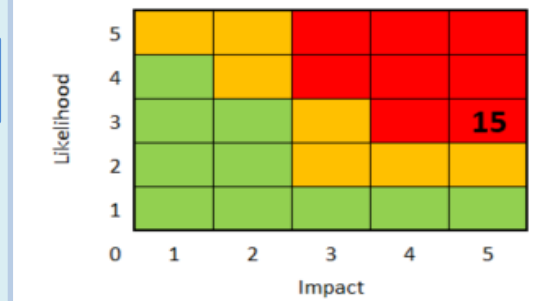
Risk Category: Property & Infrastructure

Risk Appetite: Open

Risk Control/s

Inherent Risk

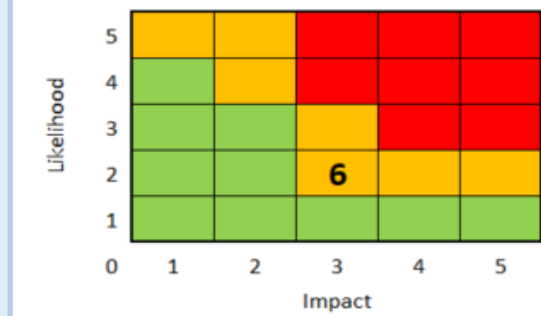
Action/s:	Progress	Responsible Officer	Owner's Comment



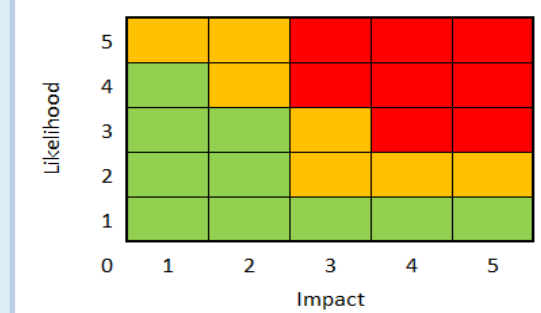
Mitigation Plan

Action/s:	Progress	Responsible Officer	Owner's Comment
Identification of prioritised maintenance schemes is funded from capital maintenance programme.	In progress	Rhiannon Crowhurst	No additional comments.
Replace/remodel category 'D' buildings within the school estate.	In progress	Rhiannon Crowhurst	

Residual Risk



Target Risk



Has there been any change in risk rating since last report?

Other Notes

New risk added 08.05.2024

Climate Change

Risk Owner/s: Nicola Pearce

Risk Reference: SR24

Risk Description

Date Risk Added: 08.05.2024

IF we don't prepare for climate change impacts with partner agencies **THEN** people, property and critical infrastructure may become increasingly susceptible to

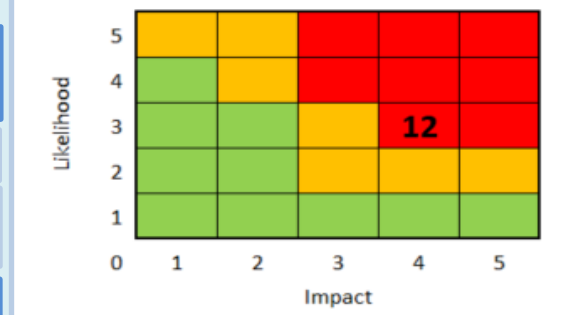
Risk Category: Property & Infrastructure

Risk Appetite: Open

Risk Control/s

Inherent Risk

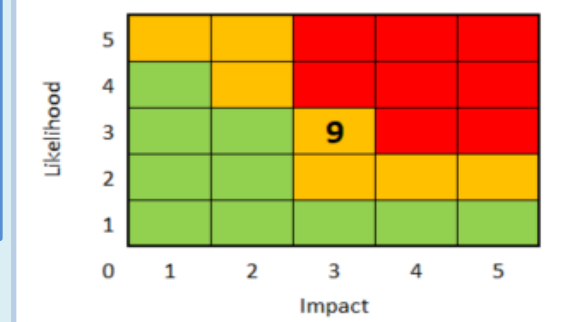
Action/s:	Progress	Responsible Officer	Owner's Comment
Produce & publish revised Flood Risk Management Plan.	In progress	Mike Roberts	The council's Flood Risk Plan will help pinpoint significant risks and target funding/effort to best effect.



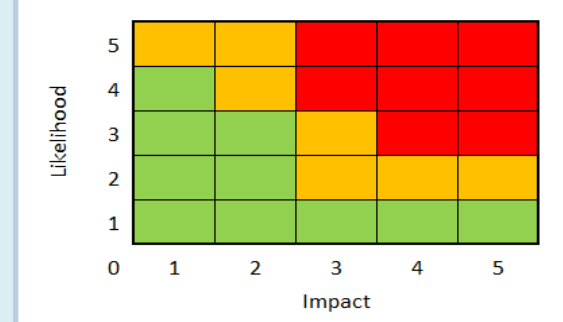
Mitigation Plan

Residual Risk

Action/s:	Progress	Responsible Officer	Owner's Comment
Lobby Welsh Government and UK Government for additional resourcing.	In progress	Environment & Regeneration Heads of Service	Additional Welsh Government funding for schemes will help mitigate risk, whilst the council's Flood Risk Plan will help pinpoint significant risks and target funding/effort to best effect. Considering flood risk in developing the local planning policy framework will also help to mitigate risk.
Consider issues as part of developing the Replacement Local Development Plan.	In progress	Ceri Morris	
Progress pipeline of drainage improvement and flood alleviation schemes.	In progress	Mike Roberts	
Consider risk avoidance and mitigation measures as part of Development Control and Highway Development Control decision making.	In progress	Ceri Morris and Dave Griffiths	



Target Risk



Has there been any change in risk rating

Other Notes

Decarbonisation

Risk Owner/s: Nicola Pearce

Risk Reference: SR25

Risk Description

Date Risk Added: 08.05.2024

IF the council does not invest sufficient time, money and effort into decarbonisation, or appropriate technical solutions are not available, **THEN** we will not achieve 'net zero' targets.

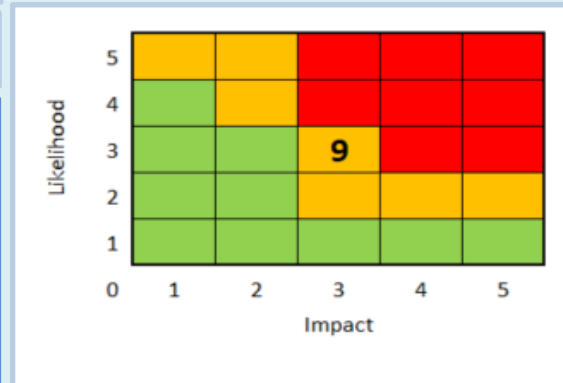
Risk Category: Property & Infrastructure

Risk Appetite: Open

Risk Control/s

Inherent Risk

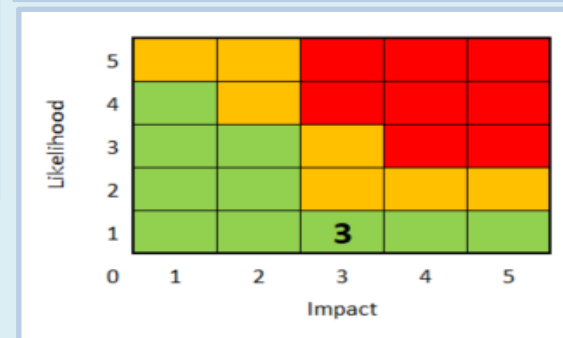
Action/s:	Progress	Responsible Officer	Owner's Comment
Establish a new section called 'Decarbonisation, Energy & Climate Change' within Property & Regeneration.	Complete	Simon Brennan	
Create & recruit new post of 'Decarbonisation Strategy Manager'.	Complete	Simon Brennan	
Create & recruit new supporting posts of 'Corporate Policy & Delivery Officer - Climate Change' and 'Energy & Carbon Reduction Officer'.	Complete	Simon Brennan / Brett Suddell	
Commission Net Zero Strategy report for 2030 and implement with Service Managers.	In progress	Simon Brennan / Chris Jones / Brett Suddell	14.10.2024 - Carbon Trust are holding a series of focused workshops. The aim of these workshops is to discuss carbon reduction across all areas of the council to better understand what actions have already been implemented and planned, where the gaps exist and what the priority initiatives should be moving forwards, with an idea of cost and funding sources for each action. The Carbon Trust will gather this feedback to enhance NPT's decarbonisation strategy and provide a firmer idea of costs and savings involved.
Produce the Local Area Energy Plan for Neath Port Talbot.	Complete	Simon Brennan / Chris Jones	<i>No additional comments</i>



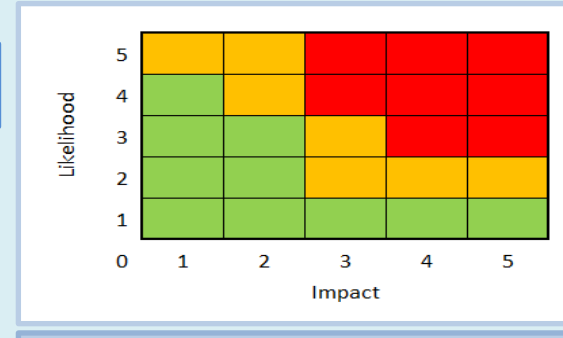
Mitigation Plan

Residual Risk

Action/s:	Progress	Responsible Officer	Owner's Comment



Target Risk



Has there been any change in risk rating since last report?

Other Notes

Demographic Profiling

Risk Owner/s: Huw Jones

Risk Reference: SR10

Risk Description

Date Risk Added: 2022

IF the council does not accurately factor in the demographic profile of its population into its corporate plan and financial planning processes **THEN** there is a risk that services will be unable to respond to all need appropriately and budgets will not be in balance.

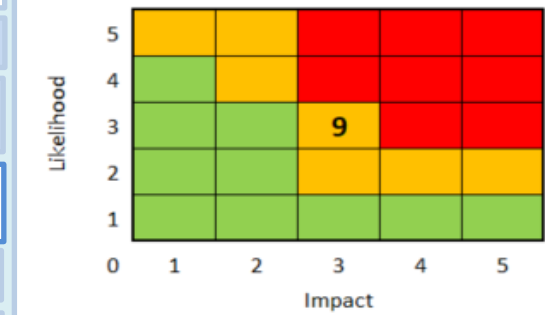
Risk Category: Financial

Risk Appetite: Open

Risk Control/s

Inherent Risk

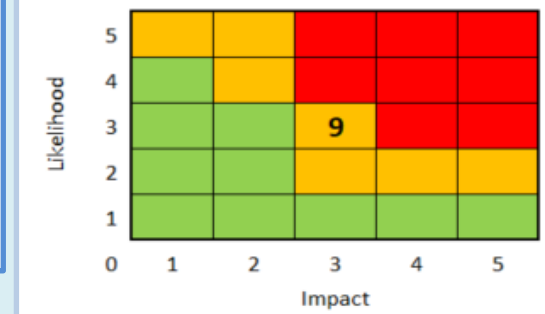
Action/s:	Progress	Responsible Officer	Owner's Comment



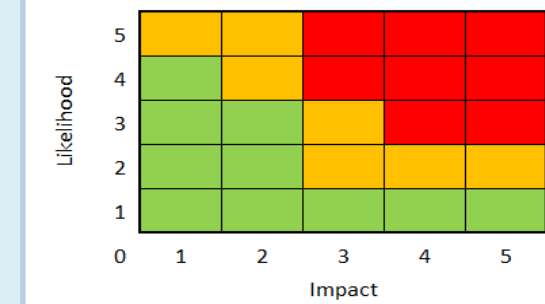
Mitigation Plan

Residual Risk

Action/s:	Progress	Responsible Officer	Owner's Comment
Build forecast demographic changes into the assumptions underpinning the medium term financial planning model.	In progress	Huw Jones	Updated 26.09.2024 - Once the current budget round is complete these will be further revised as part of the production of a Medium Term Financial Plan (MTFP)
Explicitly consider demographic pressures in devising strategies and policies to respond to changes forecast in the demographic profile of the area.	In progress	Heads of Service	
Ensure people from all backgrounds are engaged and involved in devising policy and strategy that is intended to meet their needs.	In progress	Heads of Service	



Target Risk



Has there been any change in risk rating since last report?

Other Notes

06.11.2024 - SR10 merged with SR06