

Risk Reference	Risk Description	Risk Owner	Mitigation Plan	Mitigation Plan - Progress of Each Item. Complete / In progress / Not started	Responsible person	Inherent		Revised			Please indicate whether there has been any change in risk rating since last report	Risk Owner Comment
						Impact	Likelihood	Impact	Likelihood	Risk Rating		
SR01	IF there is insufficient investment in the Council's major infrastructure THEN it is at risk of failure	Nicola Pearce	Cymer Bridge - Secure an alternative route for Cymer Bridge to avoid community severance.	In progress	David Griffiths	Medium / High	Very Likely	Medium	Likely	Medium		Alternative route designed. Consultation is on-going ABMU Health Centre re-location to facilitate scheme. Capital Funding to be identified to deliver scheme, awaiting outcome of grant application which is subject to Welsh Government Roads infrastructure review.
			Bridges & Retaining Structures Highway Asset Management Plan	In progress	David Griffiths							Rolling programme of Statutory Principle and General inspections and surveys are underway 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.
			Cwmafon Landslip Area - Stabilise area and reopen highway network	Complete	David Griffiths							Area partially stabilised and highway reopened. Landslip area 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).
			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 and 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	David Griffiths							Ongoing - Low emission Fleet Transition programme approved by Cabinet Board Jan 2022. to achieve WG targets by 2025/2030.
			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	Mike Roberts							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	In progress	Mike Roberts							Inspections & surveys ongoing. Update of HAMP currently due, delayed by staff resource issues
SR02	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	Nicola Pearce	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	High	Very Likely	Medium / High	Very Likely	High		
			Hazard & Risk Maps of the area finalised	Complete - published	David Griffiths							
			Public meeting held Jan 18 with further meetings thereafter as required.	Complete	Nicola Pearce							
			Monitoring & slope analysis complete informed final report.	Complete - final report published	David Griffiths							
			Sharing of information with public via Councils Internet site.	Ongoing - Several reports published	David Griffiths							
			Land tribunal hearing held to consider householders concerns on council action	Complete	Ceri Morris							
			Discussions are ongoing with the insurance companies representing all but one of the owners through a third party consultancy.	On-going	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	On-going	Ceri Morris							Discussions continue with tenants to conclude compensation payments
Multi-agency response plan to incident in place (Dragon System).	Complete - published within Dragon system	David Griffiths/Shawn Burgess										
Develop Strategic Planning Framework to inform future development proposals in the area	On-going	Ceri Morris	Work on preparing the Replacement LDP has now commenced. Preferred Strategy to be issued for consultation in 2023.									
SR03	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.	Nicola Pearce	Welsh Government Task Force Established to review current legislation. Over 600 Tips identified within NPTCBC. 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 WG grants to mitigate the the risk from becoming worse. Category B-C tips to be surveyed thereafter.	In progress	David Griffiths	High	High	High	High/Medium	High		Inspection regime ongoing, with Capital bids made to WG to mitigate high risk category D tips. WG Grant (£1.4 million) secured to carryout surveys, maintenance and / or remediation works to High Risk Tips during the financial year 2022/2023. Future bids to be made for 2023/2024. 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.
SR04	IF the Council is unable to recruit and retain appropriately skills and qualified employees in sufficient numbers in light of national and local	Sheenagh Rees	The Council has committed temporary additional resources to fund 4 additional recruitment staff for 18 months, to provide additional expertise and support within the HR team and to develop innovative and creative recruitment solution particularly for hard to fill jobs.	Complete	Sheenagh Rees	High	Likely	Medium	Likely	Medium		Recruitment activity has doubled since the additional resources were established and shows no sign of letting up (in the 6 month period 1st April 2022 - 30th September 2022 461 new starters compared with an annual average pre pandemic of 500 new starters). Consideration will be made early 2023 as to whether or not this additional resource needs to be retained for a further period, and how this can be funded.
			A Recruitment Taskforce was established in November 2021, Chaired by the Head of People & OD, bringing together resources from across the Council, and working with external partners including DWP, CVS, 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 workforce.	Complete	Sheenagh Rees							The Taskforce continue to meet and develop short term and longer term strategies to support recruitment and succession planning.
			The development implementation of a new 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.	Complete	Sylvia Griffiths / Diane Hopkins							Of the 2,672 job applicants in the first 6 months of this year, 48% applied as a result of looking at the new website.
			The succession planning toolkit has been designed to assist managers to plan and develop future workforce requirements. Early in 2022 / 2023 the OD team will provide mandatory accountable manager training to support the development of a succession plan for every service in the council by March 2023. These local plans will then help inform corporate planning and OD actions.	In progress	Lynne Doyle							Mandatory training for accountable managers has taken place with 7 workshops attended by 64 managers. Succession plans to be submitted by 31st March 2023.
			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.	Complete	Sheenagh Rees							Following extensive consultation that took place from August to October, members at Personnel Committee signed the plan on 24th October 2022.

	recruitment shortages THEN service delivery may be adversely impacted and the objectives set out in the Corporate Plan may not be fully realised.		<p>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 by May 2022, and the commissioning of development programmes, and actions linked to employee well-being, reward and recognition and succession planning.</p> <p>Implementation of Phase 2 iTrent HR System, rolling out Employee Self Serve Facility and Performance Management. This will improve data collection, improve customer experience and enable monitoring of performance management, embedding it as a year round activity, not a once a year conversation. It is planned to develop Manager Dashboards, so every manager has at their finger tips key employee data to support their local workforce and succession planning activity.</p> <p>Development of data analytics capacity within the HR team will support the development of evidence based workforce planning.</p> <p>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.</p> <p>Commitment to employment security to the maximum extent possible factored into the emerging Medium Term Financial Plan</p>	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In progress</p>	<p>Sheenagh Rees</p> <p>Sheenagh Rees</p> <p>Diane Hopkins</p> <p>Sheenagh Rees</p> <p>Sheenagh Rees</p>								<p>Recruitment to the FOW Team has taken longer than anticipated, with fixed term contracts being more difficult to recruit to. The FOW Lead has now been appointed and will start in post in January 2023.</p> <p>Phase 2 Project Board established in September, with stakeholder representation. Pilot of sickness absence Manager Self Serve and Employee Self Serve underway. Project Plan in place.</p> <p>Management of change is currently taking place to create this team within the HR Service. 5 employees are currently studying for a Data Analytics level 4 apprenticeship award at Gower College, a 2 year programme equivalent to year 1 degree course.</p> <p>Review has taken place, extensive consultation and approval given at Personnel Committee on 24th October 2022.</p> <p>Commitment made by senior leadership and Chief Executive, Staff Council and Chief Executive Budget Briefings, November 2022.</p>
SR05	IF the Council does not manage the safeguarding regime safely THEN significant harm will be caused to children and vulnerable people	Andrew Jarrett	<p>Bring together safeguarding arrangements for adult and children's social services under a single line manager</p> <p>Consider whether there is scope to integrate other safeguarding practices across the Council into a shared corporate service</p> <p>Developing practice to better identify priority risks when supporting vulnerable people (including response to DOLS (LPS) and DOLO</p> <p>Developing a Social Services Single Point of Contact to promote more robust and consistent decision making at the "front-door".</p> <p>Develop a "Transitional Safeguarding Pathway" to support vulnerable young people into adulthood</p> <p>Fully embed a Social Services "Quality Assurance Framework", to regularly monitor safeguarding arrangements within the Directorate</p> <p>To Strengthen and develop accommodation for care leavers</p>	<p>Complete</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>Complete</p> <p>In progress</p>	<p>Keri Warren</p> <p>Keri Warren</p> <p>Keri Warren</p> <p>Keri Warren</p> <p>Keri Warren</p> <p>Keri Warren</p> <p>Keri Warren</p>	Medium / High	Likely	Medium / High	Unlikely	Medium			
SR06	IF there are insufficient capital and revenue resources then the Council will have to agree priorities, raise council tax and make cuts in jobs and services to deliver a balanced budget	Huw Jones	<p>A robust Medium Term Financial Plan is being developed to ensure the Council can plan activity in line with estimated resources</p> <p>Financial procedure rules and accounting instructions in place setting out clear roles and responsibilities</p> <p>Monthly budget monitoring undertaken, reviewed by Corporate Directors Group on a monthly basis and reported to the Executive quarterly</p> <p>A review of reserves to be undertaken during 2022/23 to ensure that the purpose of holding each reserve is clear, a responsible Head of Service or Director will be allocated to each reserve</p> <p>Intensive lobbying of UK and WG being undertaken to secure sufficient funding to meet statutory duties</p> <p>Extensive programme of employee, elected member and stakeholder engagement underway 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</p>	<p>In Progress</p> <p>Complete</p> <p>In Progress</p> <p>Not started</p> <p>In progress</p> <p>In progress</p>	<p>Huw Jones</p> <p>Huw Jones</p> <p>Huw Jones</p> <p>Huw Jones</p> <p>Huw Jones</p> <p>Huw Jones</p>	Very high	Likely	High	Likely	High			<p>Awaiting Local Government Settlement due 14th December 2022. Budget consultation to commence 19th January 2023</p>
SR07	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.	Karen Jones	<p>The Corporate Occupational Health &amp; 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.</p> <p>A Health and Safety Law poster is displayed prominently in every council workplace.</p> <p>The council has allocated resources to the Health &amp; Safety Team to employ an appropriately experience and qualified Occupational Health &amp; Safety Manger and a team of Health and Safety Officers, to provide advice and guidance in relation to Occupational Health &amp; Safety matters across the council, ensuring that an appropriate policy framework is in place.</p> <p>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.</p> <p>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 E Learning which every Responsible Officer is required to complete.</p> <p>The Council has an agreed Accident and Incident reporting process in place, and keeps records as required of all accidents and incidents.</p> <p>The Health &amp; 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.</p> <p>From April 2022 Quarterly Health &amp; Safety Reports will be provided to the Corporate Director Group to raise awareness of any accidents and incidents, and consideration of any action that may need to be taken as a result.</p> <p>An Annual Health &amp; 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 to be taken.</p> <p>Mandatory IOSH Safety for Executives and Directors E Learning completed by Heads of Service and Corporate Directors February 2022 and to ensure a top down approach to Health &amp; Safety culture.</p> <p>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 redeployment and rehabilitation processes.</p> <p>Mandatory IOSH Safety for Managers E Learning completed by Accountable Managers March 2022 to ensure a top down approach to Health &amp; Safety Culture.</p> <p>It's My Responsibility' Health &amp; Safety Campaign to be launched and rolled out throughout 2022 / 23, with the aim of embedding Health &amp; Safety Culture throughout the council.</p>	<p>Complete</p> <p>Complete</p> <p>In progress</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>In progress</p> <p>In progress</p> <p>Complete</p> <p>Complete</p> <p>In progress</p> <p>In progress</p>	<p>Shaun Burgess</p> <p>Shaun Burgess</p> <p>Head of People &amp; OD</p> <p>Shaun Burgess</p> <p>Simon Brennan</p> <p>Shaun Burgess</p> <p>Shaun Burgess</p> <p>Shaun Burgess</p> <p>Shaun Burgess</p> <p>Shaun Burgess</p> <p>Shaun Burgess</p> <p>Lynne Doyle</p> <p>Shaun Burgess</p> <p>Lynne Doyle</p> <p>Sheenagh Rees</p>	High	Likely	Medium	Unlikely	Low		<p>In place.</p> <p>In place.</p> <p>In place.</p> <p>In place.</p> <p>In place.</p> <p>In place.</p> <p>On hold due to long term sickness absence of Accountable Manager.</p> <p>On hold due to long term sickness absence of Accountable Manager.</p> <p>On line training available to every Corporate Director and Head of Service.</p> <p>Ongoing.</p> <p>On line training available to every Accountable Manager.</p> <p>On hold due to long term sickness absence of Accountable Manager.</p>	
			<p>The council has allocated resources to the Emergency Planning Team, employing suitably qualified and experienced officers to support the provision of advice and guidance in relation to Business Continuity Planning.</p> <p>The Emergency Planning Team have an established Business Continuity Planning Framework in place, and provide training and support to Accountable Managers to support the completion of a BCP for every service area.</p> <p>Emergency Planning Team monitor the completion and review of BCPs across the council providing an annual report to Corporate Director Group.</p> <p>The Emergency Planning Team have in place a rolling programme to test corporate disaster recovery and business continuity plans against service plans and a range of scenarios.</p> <p>The Emergency Planning 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>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>	<p>Sheenagh Rees</p> <p>Shaun Burgess</p> <p>Shaun Burgess</p> <p>Shaun Burgess</p> <p>Shaun Burgess</p>								<p>Team in place.</p> <p>Renewal process currently underway.</p> <p>Update will be provided following renewal process.</p> <p>Ongoing.</p> <p>Ongoing.</p>

SR08	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.	Karen Jones	The Emergency Planning Team represent the council at the South Wales Local Resilience Forum, supporting regional risk assessments and planning.	Complete	Shaun Burgess	Medium / High	Likely	Medium	Likely	Medium	Ongoing.
			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	Shaun Burgess						Ongoing.
			The Emergency Planning 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	Shaun Burgess						Ongoing.
			The Emergency Planning 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	Shaun Burgess						Ongoing.
			The council allocated resources in 2022 to enable the establishment of an additional officer to support ENV with risks associated with Coalmines and landslips.	Complete	Shaun Burgess						In place.
			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						In place.
SR09	IF personal/sensitive information is unlawfully disclosed THEN there will be major financial penalty and loss of public confidence.	Craig Griffiths	Continued targeted training; provision of encryption technology; access to secure email transmission and receipt.	In Progress	Craig Griffiths	Medium / High	Likely	Medium / High	Unlikely	Medium	Mitigation plans are ongoing on a constant basis
			Continual review and testing of Perimeter base and Information security	In Progress	Chris Owen / Craig Griffiths						
			GDPR Compliance Group meets as required to consider individual reported cases	In Progress	Craig Griffiths						
			Continued training and refresher training for officers on Data Protection responsibilities	In Progress	Craig Griffiths						
SR10	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	Huw Jones	Build forecast demographic changes into the assumptions underpinning the medium term financial planning model	In Progress	Huw Jones	Medium	Likely	Medium	Unlikely	Low	Corporate Directors Group have been tasked with identifying demographic pressures by 8th December 2022.
			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						
SR11	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	Chris Owen	Business Continuity Plans	In Progress	Chris Owen	High	Medium	High	Low	Medium	Digital operations must ensure a high performing and resilient operation layer across the Councils technical architecture
			Disaster Recovery Plans	In Progress	Jules Payne						
			Operations and Product Roadmaps / Infrastructure review / Fully map all services and dependencies	In Progress	Jules Payne / Ian Vaughan						
			Routine - ITHC, maintenance, patch management, capacity management etc.	In Progress	Jules Payne						
			Data and Systems are secured and replicated across two civic centre sites to provide resilience and swift recovery in the event of systems failure	In Progress	Jules Payne						
SR12	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 the safeguarding of data	Chris Owen	Cyber Security Strategy	Complete	Jules Payne	High	Medium	High	Low	Medium	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	Jules Payne						
			Routine Testing / Bobs Phishing	In Progress	Jules Payne						
			ITHC	In Progress	Jules Payne						
			Layer of technology controls including Nessus, MFA, Intune etc.	Complete	Jules Payne						
			Cyber Essentials (+)	In Progress	Jules Payne						
			Digital forensics	In Progress	Jules Payne						
Consideration of Microsoft enhanced controls such as DLP to further protect	In Progress	Jules Payne									
SR13	If the situation in Ukraine escalates and government planning is insufficient to cater for the numbers of refugees arriving in NPT then there is a risk that local public services and budgets will be overwhelmed	Andrew Jarrett	Early and continuing involvement in Welsh Government planning processes	Complete	Claire Jones	Medium	High	Medium	Medium	Medium	
			Clear governance and partnership working established at NPT level to gather community intelligence and formulate agile responses	Complete	Claire Jones						
			Robust safeguarding checks of the circumstances and welfare of people arriving from Ukraine	In progress	Chris Frey-Davies						
			Good quality public information provided which is updated regularly	In progress	Liam Hedges						
			Robust operational and financial systems to capture the number of refugees arriving and the services that are in place to meet their needs	In progress	Claire Jones						
			Mechanisms established to obtain feedback from Ukrainian families settling into the area to inform ongoing planning	In progress	Claire Jones						
SR14	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	Nicola Pearce	Develop and monitor the place based strategy	In progress	Simon Brennan	High	Medium	Medium	Medium	Medium	The Place Plans for the major town centres will be completed shortly with the plans for a number of the smaller town centres following in Spring 2023. These will inform the Regeneration Plan for Summer 2023. With regard to recruitment to improve resilience in the Economic Development/Regeneration area, a number of posts have been filled and the remaining posts will be recruited in early 2023. A number of funding bids have been made, notably for Freeport status in a joint bid with ABP, MHP & PCC. Support is also being given to a number of high profile inward investment opportunities including the Wildfox Resort Development.
			Continue to implement and monitor the Community Benefits toolkit	In progress	Simon Brennan						
			Ensure sufficient capacity to deliver	In progress	Simon Brennan						
			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						
			SR15	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.	Andrew Jarrett						
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									
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									
SR16	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	Karen Jones	Ensure appropriate governance awareness training is delivered across the Council and officers and members are aware of the appropriate matters that must be considered when decision making is undertaken.	In progress	Craig Griffiths	High	Medium	Medium	Low	Low	
	If Schools are not ready to implement the changes needed to implement curriculum reform and if there is a reduction or withdrawal of grants that		Support will be provided from ESOs to ensure schools will have developed a vision for the curriculum for Wales and will be trialling new approaches to teaching	In progress	Chris Millis/Mike Daley						
			Schools will be encouraged to be part of a professional network of school leaders sharing ideas and resources		Chris Millis						

SR17	if there is a reduction or withdrawal of grants that support curriculum reform then the Council will not be able to comply with statutory duties and realise the benefits for learners	Andrew Thomas	Evidence gathered to ensure that pupils are effectively developing the four purposes of the curriculum because teaching will have evolved (more teachers will be following the approach to developing higher order thinking as explained in the training and learning and teaching strategy)	In progress	Chris Millis	High	Medium	High	Low	Medium		
			Schools implement the grants appropriately and have a financial spend plan to support recovery and the implementation of the new curriculum.	In progress	Chris Millis/Rhiannon Crowhurst							