

Risk Ref.	Risk Description	Risk Owner	Mitigation Plan	Mitigation Plan - Progress of Each Item - Complete (C) / In progress (IP) / Not started (NS)	Responsible person	Inherent		Revised			Has there been any change in risk rating since last report Y/N	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	Cymmer Bridge - Secure an alternative route for Cymmer Bridge to avoid community severance.	IP	David Griffiths	Medium / High	Very Likely	Medium	Likely	Medium	Yes	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.
			Bridges & Retaining Structures Highway Asset Management Plan	IP	David Griffiths							Rolling programme of Statutory Principle and General inspections and surveys are understand 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 has been categorised for further investigation. Subsequently a WG Local Transport Grant of £1.16M been 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. 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/petro fleet which will need to be considered as part of the budget review.
			Cwmafon Landslip Area - Stabilise area and reopen highway network	C	David 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).
			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 perating procedures. Vehicle and plant disposals via auctions.	IP	David Griffiths							Ongoing - Low emission Fleet Transition programme approved by Cabinet Board Jan 2022. To achieve Welsh Government 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.	IP	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
			Property Asset Management Plan - Plan that sets out the direction of travel for the management of the Council's operational and non-operational portfolio	IP	Simon Brennan							The Property Asset Management Plan (PAMP) is currently being updated and will set 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
			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	IP	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.	C	Nicola Pearce	High	Very Likely	Medium / High	Very Likely	High		Demolition of phase 1 of Cyfyng Road has been undertaken and works to support the highway currently underway.
			Hazard & Risk Maps of the area finalised.	C	David Griffiths							Map published
			Public meeting held Jan 18 with further meetings thereafter as required.	C	Nicola Pearce							
			Monitoring & slope analysis complete informed final report.	C	David Griffiths							Final report completed
			Sharing of information with public via Councils Internet site.	IP	David Griffiths							Several reports published
			Land tribunal hearing held to consider householders concerns on council action	C	Ceri Morris							
			Discussions are ongoing with the insurance companies representing all but one of the owners through a third party consultancy.	IP	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	IP	Ceri Morris							Discussions continue with tenants to conclude compensation payments
			Multi-agency response plan to incident in place (Dragon System).	C	David Griffiths /Emma John							Published within Dragon System
			Develop Strategic Planning Framework to inform future development proposals in the area	IP	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.	IP	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. Design for the demolition and construction of a structural bund underway.
SR04	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.	Sheenagh Rees	In 2021 the Council committed temporary additional resources to fund 4 additional recruitment staff for 18 months ending in June 2023, to provide additional expertise and support within the HR team and to develop innovative and creative recruitment solution particularly for hard to fill jobs. A proposal has been developed to create a Talent Management team as the next iteration of this support, continuing some of the work in relation to hard to fill jobs, but also looking at succession planning, career coaching and talent management. This will be presented at CDG in the summer of 2023 for consideration.	C	Sheenagh Rees	High	Likely	Medium	Likely	Medium	Recruitment activity has doubled since the additional resources were established and shows no sign of letting up (2022 - 2023 808 new starters compared with an annual average pre pandemic of 500 new starters). Consideration will made 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. The Taskforce continue to meet on a quarterly basis.	C	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 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.	C	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. 30 plans were returned and a feedback report has been prepared for Corporate Directors with recommendations for action.	IP	Lynne Doyle						Mandatory training for accountable managers has taken place with 7 workshops attended by 64 managers. Succession plans were 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. In 2023 the Strategy and Delivery Plan will be reviewed to ensure that the priorities remain fit for purpose and to set out the delivery actions for the next 12 month period.	C	Sheenagh Rees						Following extensive consultation that took place from August to October, members at Personnel Committee signed of the plan on 24th October 2022.
			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.	IP	Sheenagh Rees						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.
			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.	IP	Sheenagh Rees						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.
			Development of data analytics capacity within the HR team will support the development of evidence based workforce planning.	IP	Diane Hopkins						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.
			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.	C	Sheenagh Rees						Review has taken place, extensive consultation and approval given at Personnel Committee on 24th October 2022.
SR05	IF the Council does not manage the safeguarding regime safely THEN significant harm will be caused to children and vulnerable people	Andrew Jarrett	Commitment to employment security to the maximum extent possible factored into the emerging Medium Term Financial Plan	IP	Sheenagh Rees	Medium / High	Likely	Medium / High	Unlikely	Medium	Commitment made by senior leadership and Chief Executive, Staff Council and Chief Executive Budget Briefings, November 2022.
			Bring together safeguarding arrangements for adult and children's social services under a single line manager.	C	Keri Warren						
			Consider whether there is scope to integrate other safeguarding practices across the Council into a shared corporate service	IP	Keri Warren						
			Developing practice to better identify priority risks when supporting vulnerable people (including response to DOLS (LPS) and DOLO	IP	Keri Warren						
			Developing a Social Services Single Point of Contact to promote more robust and consistent decision making at the "front-door".	IP	Keri Warren						
			Develop a "Transitional Safeguarding Pathway" to support vulnerable young people into adulthood	IP	Keri Warren						
			Fully embed a Social Services 'Quality Assurance Framework', to regularly monitor safeguarding arrangements within the Directorate.	C	Keri Warren						
To Strengthen and develop accommodation for care leavers	IP	Keri Warren									
			A robust Medium Term Financial Plan is being developed to ensure the Council can plan activity in line with estimated resources	IP	Huw Jones						
			Financial procedure rules and accounting instructions in place setting out clear roles and responsibilities	C	Huw Jones						

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	Monthly budget monitoring undertaken, reviewed by Corporate Directors Group on a monthly basis and reported to the Executive quarterly	IP	Huw Jones	Very high	Likely	High	Likely	High	Awaiting Local Government Settlement due 19th December 2023. Budget Consultation Timetable being finalised by October 6th 2023
			A review of reserves to be undertaken during 2023/24 to ensure that the purpose of holding each reserve is clear, a responsible Head of Service or Director will be allocated to each reserve	NS	Huw Jones						
			Intensive lobbying of UK and WG needs to be undertaken to secure sufficient funding to meet statutory duties	IP	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	IP	Huw Jones						
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.	Noelwyn Daniel	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.	C	Cath Bevan	High	Likely	Medium	Unlikely	Low	In place.
			A Health and Safety Law poster is displayed prominently in every council workplace.	C	Cath Bevan						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 framework is in place.	IP	Head of People & OD						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.	C	Cath Bevan						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 E Learning which every Responsible Officer is required to complete.	C	Simon Brennan						
			The Council has an agreed Accident and Incident reporting process in place, and keeps records as required of all accidents and incidents.	C	Cath Bevan						In place.
			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.	IP	Cath Bevan						In place.
			In 2023 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.	IP	Cath Bevan						
			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 to be taken.	IP	Cath Bevan						
			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 & Safety culture.	C	Lynne Doyle						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 redeployment and rehabilitation processes.	C	Cath Bevan						Ongoing.
			Mandatory IOSH Safety for Managers E Learning completed by Accountable Managers March 2022 to ensure a top down approach to Health & Safety Culture.	IP	Lynne Doyle						On line training available to every Accountable Manager.
The 'Bee Healthy, Bee Safe, Bee Happy' Health & Safety Campaign is to be launched and rolled out throughout 2023/24, with the aim of embedding Health & Safety Culture throughout the council engaging employees in a fun way.	IP	Sheenagh Rees	Ongoing.								
IF the Council fails to comply with the requirements of the Civil Contingencies Act 2004 THEN in the event of a major			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.	C	Sheenagh Rees						Team in place.
			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.	C	Emma John						Renewal process currently underway.
			Emergency Planning Team monitor the completion and review of BCPs across the council providing an annual report to Corporate Director Group.	C	Emma John						Update will be provided following renewal process.
			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.	C	Emma John						Ongoing.
			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.	C	Emma John						Ongoing.
			The Emergency Planning Team represent the council at the South Wales Local Resilience Forum, supporting regional risk assessments and planning.	C	Emma John						Ongoing.

SR08	All 2024 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.	Noelwyn Daniel	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.	C	Emma John	Medium / High	Likely	Medium	Likely	Medium	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.	C	Emma John						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.	C	Emma John						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.	C	Emma John						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.	C	Sheenagh Rees						In place.
			In April 2022 the council established a Protective Security Preparedness Group, 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.	IP	Sheenagh Rees						The PSPG have met 4 this year and are progressing with the Hostile Vehicle Risk Assessment.
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.	IP	Craig Griffiths / Chris Owen	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	IP	Chris Owen / Craig Griffiths						
			GDPR Compliance Group meets as required to consider individual reported cases	IP	Craig Griffiths						
			Continued training and refresher training for officers on Data Protection responsibilities	IP	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	IP	Craig Griffiths / Chris Owen						
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	IP	Huw Jones	Medium	Likely	Medium	Likely	Medium	Corporate Directors Group have been tasked with identifying demographic pressures.
			Explicitly consider demographic pressures in devising strategies and policies to respond to changes forecast in the demographic profile of the area	IP	Heads of Service						
			Ensure people from all backgrounds are engaged and involved in devising policy and strategy that is intended to meet their needs	IP	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	IP	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	IP	Jules Payne						
			Operations and Product Roadmaps / Infrastructure review / Fully map all services and dependencies	IP	Jules Payne / Ian Vaughan						
			Routine - ITHC, maintenance, patch management, capacity management etc.	IP	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	IP	Jules Payne						
			Disaster recovery of individual systems is tested during system upgrades. A full test of each system type will be performed on an annual basis	IP	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 safeguarding of data	Chris Owen	Cyber Security Strategy review / Action Plan implementation	IP	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	C	Jules Payne						
			Routine Testing / Bobs Phishing	IP	Jules Payne						
			ITHC	IP	Jules Payne						
			Layer of technology controls including Nessus, MFA, Intune etc.	C	Jules Payne						
			Cyber Essentials (+)	IP	Jules Payne						
			Digital forensics	IP	Jules Payne						
			Consideration of Microsoft enhanced controls such as DLP to further protect	IP	Jules Payne						
			Technical controls including Rubrik backup solution - immutable data, Bullwall real-time encryption prevention, lock down for USB devices	IP	Jules Payne						
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	IP	Simon Brennan	High	Medium	High	Medium	High	Yes
			Continue to implement and monitor the Community Benefits toolkit	IP	Simon Brennan						
			Ensure sufficient capacity to deliver within both Regeneration and Planning teams to enable the delivery of these strategically important projects	IP	Simon Brennan / Ceri Morris						
			Ensure pipeline of schemes to develop into funding applications to secure allocative and competitive UK Government funding	IP	Simon Brennan						
			Monitor post construction	IP	Simon Brennan						
			Ensure alliance to established and emerging Regeneration Strategies wherever possible	IP	Simon Brennan						
	IF there are insufficient resources provided to meet the needs of the most		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	IP	Andrew Jarrett						

SR15	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	IP	Andrew Jarrett	High	Medium	Medium	Likely	Medium		
			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.	IP	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	Noelwyn Daniel	Ensuring that legal advice is provided at the earliest opportunity in decision making to mitigate against challenge and the Council taking unlawful decisions	IP	Craig Griffiths	High	Medium	Medium	Low	Low		
			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.	IP	Craig Griffiths							
SR17	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 curriculum reform THEN the council will not be able to comply with statutory duties and realise the benefits for learners	Andrew Thomas	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	IP	Chris Millis/ Mike Daley	High	Medium	High	Low	Medium	No	All four sections are progressing a an appropriate pace and have not altered the risk rating.
			Schools will be encouraged to be part of a professional network of school leaders sharing ideas and resources		Chris Millis							
			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)	IP	Chris Millis							
			Schools implement the grants appropriately and have a financial spend plan to support recovery and the implementation of the new curriculum	IP	Chris Millis/ Rhiannon Crowhurst							
SR 18	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.	Karen Jones	Transition Board membership	IP	Karen Jones	High	High	High	High / Medium	High	N/A	The detail of the deal reached between the UK Government and Tata has not yet been released. Discussions are continuing between the company and trade union representatives. Consequently, the full potential impact is still unknown.
			Leading roles within the sub-groups	IP	Karen Jones							
			Early engagement with government, industry and wider partners to deliver a shared	IP	Karen Jones							
SR 19	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.	Andrew Jarrett	Encourage the identification of vulnerable people so early intervention support can prevent situations from escalating	IP	Andrew Jarrett	High	Medium	High	Medium	High	N/A	
			Contact with government and the Wales Strategic Migration Partnership to shape government approaches.	IP								
			Monitor community tension through the established Community Safety Partnership arrangements	IP								
SR 20	IF the Welsh Government's In-year Statement is that it has a £900m shortfall in its 2023-2024 revenue budget this will result in a much lower settlement for local government THEN cuts to services and jobs and high council tax levels will follow.	Huw Jones	Lobbying of Welsh Government and UK Government - demonstrating impact on jobs, services and the community.	IP	Huw Jones	High	High	High	High/Medium	High	N/A	Much depends on the Chancellor's Autumn Statement when it is expected that the Statement will clarify if the WG is likely to have more funding than presently expected for 2024-25
			Further scenario planning required to develop additional contingency plans	IP								