ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Governance and Audit Committee
Date:	3 February 2026
Subject:	Strategic Risk Register Update
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Nature and Reason for Reporting: The Governance and Audit Committee's terms of reference has an explicit requirement for the committee to review, assess and report on the effective development and operation of risk management arrangements in the council (3.4.8.8.1). As part of this responsibility, it will review the strategic risk register and seek assurance that management appropriately own and manage risks effectively, consider the adequacy and effectiveness in capturing and assessing the strategic risks and evaluate whether planned mitigations are appropriate and effective, making recommendations to the responsible risk owner where appropriate. (3.4.8.8.3)	

1. Introduction and Background

1.1 This report presents a revised strategic risk register following its comprehensive review last year. This is the most recent version and is continuously being updated (Appendix A refers).

1.2 As reported in December 2025, the departure of the Insurance and Risk Manager provided an opportunity to review the structure and responsibilities of officers within the council's risk management framework, along with a comprehensive review of the strategic risk register. One of the main changes is that responsibility for the maintenance of the strategic risk register was transferred to the Executive Manager (Leadership Team).

1.3 As part of our insurance contract with Zurich Municipal (ZM) we are afforded the services of Zurich Risk Solutions (ZRS) who we have commissioned to work with us on a wholescale review of the council's approach to managing risk.

2. Revised Strategic Risk Register

2.1 ZRS has worked with the Leadership Team to assist in the review of the strategic risk register. ZRS held a workshop with the Leadership Team which resulted in the strategic risk register being reduced from 16 risks to 11.

2.2 The Leadership Team has agreed this more condensed set of strategic risks. This is currently in Microsoft Word format as RSM, the provider of the risk management system (4risk), is currently reconfiguring the structure of the system to better align with the council's requirements.

2.3 The Executive Manager (Leadership Team) is continuing to work with the Leadership Team on the revised strategic risk register; risk owners have been identified and additional actions are being developed to ensure risks are mitigated to an acceptable level. This will run in parallel with the work commissioned from ZRS to review the council's risk appetite.

2.4 The fully developed strategic risk register will be brought back to the committee once this work is complete.

3. Heat map

3.1 The heat maps below provide a summary of the strategic risks, detailing the number of inherent and residual risks.

Number of inherent risks

		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Almost Certain	5			2	2	2
Likely	4			2	1	
Possible	3			1		1
Unlikely	2					
Rare	1					

Number of residual risks

		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Almost Certain	5					
Likely	4			2	2	
Possible	3			3	1	
Unlikely	2			2	1	
Rare	1					

3.2 The two red-rated residual risks are: YM2 – IT and cyber-attacks and YM10 – Physical assets.

4. Recommendation

4.1 That the Governance and Audit Committee notes the work that has been undertaken to date as part of the wholesale review of the strategic risk register.

Strategic Risk Register – February 2026

ID	Risk	Risk Owner	Inherent (Impact x Likelihood)	Controls / Existing Controls	Residual (Impact x Likelihood)
YM1	**Finances and financial management** Funding that is necessary to provide statutory services and deliver strategic objectives is reduced or not sufficient.	Marc Jones - Director of Function (Resource) and Section 151 Officer	Critical (5:3=15)	Balances of over 5% of the annual budget held in reserve. Medium Term Financial Plan (MTFP) –MTFP for the period 2026/27 to 2028/29 approved. Regular financial monitoring and updates to leadership. Robust budgeting and forecasting processes. Earmarked Reserves Protocol in place December 2025 Audit and assurance - regular internal and external audits. Ongoing financial management training for relevant staff. Budgets set and tightly managed to secure reserves to deal with an emergency. Consideration of demographic changes and impacts on services where demand will increase. Lobbying - ongoing engagement with government and funding bodies to secure adequate resources.	Major (4:3=12)
YM2	**IT and cyber-attacks** IT failure significantly disrupts business continuity.	Rhys Hughes - Deputy Chief Executive	Critical (5:5=25)	Mandatory cyber security awareness training for all staff. Scheduled phishing simulations.	Critical (4:4=16)

ID	Risk	Risk Owner	Inherent (Impact x Likelihood)	Controls / Existing Controls	Residual (Impact x Likelihood)
		Lynn Ball - Director of Function (Council Business)		A series of software packages and procedures to reduce the risk of a cyber-attack against the council. Regular vulnerability assessments and penetration testing. IT security policies and IT acceptable use policies in place. Backup strategy is aligned to the business continuity requirements of the service who own the system. Service business continuity plans and the whole council business continuity plan in place. Use of Cymru SOC to provide additional oversight and support to cyber incidents. The council's Digital Strategic Plan 2024-2029 provides a structured framework for digital development across the council. The Digital Education Strategic Plan 2026-2031 provides a structured framework for digital development with our schools.	
YM3	**Safeguarding** Missed safeguarding due to ineffective processes.	Fôn Roberts - Director of Social Services and Head of Children Services	Critical (4:5=20)	Preventative measure - Trauma informed awareness and Age Friendly initiatives. Ensure that staff, members and the public understand their duty to report safeguarding concerns and are confident in the process to do so.	Moderate (3:3=9)

ID	Risk	Risk Owner	Inherent (Impact x Likelihood)	Controls / Existing Controls	Residual (Impact x Likelihood)
				A Corporate Safeguarding Policy with clear governance arrangements in place for senior level reporting, policies and procedures within the council A training framework that provides a whole council approach to ensuring a workforce that is aware of key areas of safeguarding / exploitation / abuse and through safeguarding training at a level commensurate with their roles and responsibilities. A framework of policies and procedures to ensure a fully recruited and managed workforce that complies with statutory requirements - IACC recruitment and selection policy, DBS policy and safer recruitment policy. Safeguarding Action Plan, that focuses on whole council implementation and key areas where the corporate safeguarding board should keep an overview. Partnerships. Whole council, health, education, and police for co-ordinated interventions.Appropriate representation on statutory regional / sub-regional partnerships / boards. Implement learning from Single Unified Safeguarding Review (SUSR) and implement the process if a serious incident is reported.	
YM4	**Recruitment, retention and leadership continuity**	Dylan Williams -	Critical (4:5=20)	Workforce planning - plans in place for all services.	Major (3:4=12)

ID	Risk	Risk Owner	Inherent (Impact x Likelihood)	Controls / Existing Controls	Residual (Impact x Likelihood)
	Inability to recruit promptly and a limited talent pipeline may reduce workforce capacity, weaken leadership continuity, and disrupt service delivery.	Chief Executive		Exit interviews and new starter questionnaire in place for feedback to improve recruitment and retention strategies. Dedicated career's microsite that outline's the benefits of working with the council. Social media platforms used to advertise vacancies. Collaboration with schools /colleges / further education to develop and boost the care sector (Denu Talent). Talent pipeline processes in place and internal development programmes, e.g. (Twf & Datblygu) along with a graduate scheme Dyfodol Môn. Services keep job descriptions and person specifications under review to ensure they are realistic and aligned with the labour market. Talent identification. Regular review and identification of future leaders via the annual development discussion. Fforwm Môn - a forum for the council's senior officers to receive, share and discuss.	
YM5	**Partnership** Partnerships are ineffective, lack sufficient oversight, and	Susan Owen Jones - Executive Manager (LT)	Major (3:4=12)	Formal partnership agreements with clear roles and responsibilities.	Moderate (3:3=9)

ID	Risk	Risk Owner	Inherent (Impact x Likelihood)	Controls / Existing Controls	Residual (Impact x Likelihood)
	may negatively impact service delivery and value for money.			Clear governance structure - steering groups established as required. Programme of strategic partners attendance at the partnership scrutiny committee in place. Regular performance monitoring and review meetings. Due diligence checks on third parties. Service level agreements (SLAs), MOUs and contract management in place as required. Partnership register is in place and representation revised periodically.	
YM6	**Supply chain** Dependence on a limited number of key suppliers within the council's supply chain may result in delays to service delivery and reduced resilience.	Marc Jones - Director of Function (Resource) and Section 151 Officer	Critical (4:4=16)	Supplier diversity and contingency planning. Regular supplier performance reviews and audits to identify key suppliers. Contractual clauses for delivery timelines and penalties. Approved supplier list Framework agreements Business continuity and disaster recovery planning.	Major (4:2=8)

ID	Risk	Risk Owner	Inherent (Impact x Likelihood)	Controls / Existing Controls	Residual (Impact x Likelihood)
				Close monitoring of critical and single points of failure in the supply chain. Ongoing monitoring of activity in relevant sectors of the economy (e.g. construction) supported by a clear process to escalate concerns promptly. Committed to the Welsh Government's code on Ethical Employment in Supply Chains. Procurement Strategic Plan and template documents established.	
YM7	**Welsh language** Failure to comply with Welsh language standards and policy, including requirements to promote and facilitate the use of Welsh.	Aaron Evans - Director of Education, Skills and Young People	Major (3:4=12)	Welsh Language Policy • Maintenance and regular update of the policy aligned with statutory requirements. • Learning and policy portals ensure all staff and members are aware of the Welsh language policy and legislation as a mandatory policy. Staff training - regular training provided for all staff on Welsh language standards, expectations and customer service. Recruitment and support - Welsh language requirements of posts considered and Welsh language skills framework implemented. Welsh Language Promotion Strategy (and annual implementation plan) implemented in partnership with the Fforwm Iaith.	Moderate (3:2=6)

ID	Risk	Risk Owner	Inherent (Impact x Likelihood)	Controls / Existing Controls	Residual (Impact x Likelihood)
				Performance monitoring • Annual self-assessment survey and annual report prepared. • KPIs reported as part of the scorecard.	
YM8	**Future service planning** Uncertainty in national policy and external investment impacting future service planning.	Dylan Williams - Chief Executive	Major (3:5=15)	Regular data reviews. Routine analysis of demographic, economic, and cultural data informs decision-making and Strategic Planning. Stakeholder engagement - local communities, businesses and partners involved. Scenario planning - forecasting tools used to anticipate future service needs.	Major (3:4=12)
YM9	**Governance and compliance** Weak or ineffective governance may lead to non-compliance with statutory or regulatory requirements, leading to potential penalties and reputational damage.	Lynn Ball - Director of Function (Council Business)	Critical (4:5=20)	A robust governance framework – defined roles, responsibilities, decision making authority and escalation. Annual Governance Statement and identified improvement actions, which are scrutinised by a multi-disciplinary Governance Group drawn from across the council. Mandatory training programme –staff's completion and understanding of mandatory eLearning is tracked and monitored through an eLearning system. Embeds expected behaviours, reduces the risk of non-compliance, and supports consistent adherence to legal and organisational standards. An effective Internal audit programme provides independent, risk-based assurance over governance, risk management, and internal controls to senior leadership and the Governance and Audit Committee.	Moderate (3:3=9)

ID	Risk	Risk Owner	Inherent (Impact x Likelihood)	Controls / Existing Controls	Residual (Impact x Likelihood)
				Policy updates - up-to-date policies maintained in line with legislation and council needs. Mandatory policies are published to employees via a policy portal which tracks and monitors acknowledgement and understanding through built-in reporting. Provides evidence of compliance with regulatory and legislative obligations. Established organisational controls are in place, including financial procedures, governance and performance management frameworks, project management methodology, strategic planning processes, operational controls, structured staff communications, statutory officer oversight, and an internal audit programme.	
YM10	**Physical assets** Council buildings and other assets becoming unusable due to poor condition.	Rhys Hughes - Deputy Chief Executive	Critical (5:5=25)	Asset register. Comprehensive and up-to-date inventory of council assets maintained, excluding housing. Condition surveys. Regular inspections and risk assessment conducted. Servicing, inspection and cyclical maintenance scheduled. Moving towards Net Zero. Working towards Net Zero targets and recognition of climate adaption success. New Property Management system collates building date and informs investment need and prioritisation.	Critical (4:4=16)

ID	Risk	Risk Owner	Inherent (Impact x Likelihood)	Controls / Existing Controls	Residual (Impact x Likelihood)
				The Capital Strategy provides a structured framework for capital expenditure.	
YM11	**Homes for local people** Shortage of affordable and suitable accommodation to meet local housing needs.	Marc Jones - Director of Function (Resource) and Section 151 Officer	Moderate (3:3=9)	Housing Strategic Plan - prioritises homes for local residents Housing needs assessment. Local housing market assessment completed 2024-2029. Collaboration. Annual housing prospectus and deliver on the social housing delivery programme to identify and prioritise schemes for housing association and council housing development. The council and other housing associations are working with local builders to increase the social housing stock. Second homes premium generates income to fund projects that will help local residents get a house. Council Tax premium on second houses aims to reduce the number of second homes. Planning policy enforcement - affordable housing.	Moderate (3:2=6)