

Public Document Pack



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GOVERNANCE AND AUDIT COMMITTEE **Friday, 5th May, 2023**

The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

S U P P L E M E N T A R Y P A C K

1.	INTERNAL AUDIT - ACTIVITY REPORT QUARTER 4 2022-23 AND AUDIT PLAN 2023-24 UPDATE
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To receive and consider the Activity Report Quarter 4 2022-23 and the Audit Plan 2023-24 Update.

(Pages 3 - 20)

2.	STRATEGIC RISK REGISTER - QUARTER 4
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To receive and consider the report of the Cabinet Member for Finance and Corporate Transformation.

(Pages 21 - 50)

3.	WORKING GROUPS
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To receive feedback from the following Working Groups:

(i) HoWPS Working Group
03.04.2023

(ii) Capital Working Group
27.04.2023

(iii) HTR Working Group
19.04.2023

(Pages 51 - 54)

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Powys County Council

Quarterly Internal Audit Update Report
As @ 31st March 2023 (End of Q4)

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Internal Audit Progress Report as at Quarter 4 2022/23

As part of our update reports, we will provide an ongoing opinion to support our end of year annual opinion. Internal Audit provides an independent and objective opinion on the Authority’s control environment by evaluating its effectiveness.

Rolling Opinion



There is generally a sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives.

Action Priority	Description	No of Actions
P1	Fundamental	13
P2	Important	75
P3	Requires Attention	108

The Headlines for audits completed to date for 2022/23

	Assurance can be given that Internal audit work is aligned to strategic risk where possible. Future audit plans will also be equally aligned to the Council’s new Corporate Objectives contained in “Fairer, Stronger, Greener”. More visibility on agility and performance will be included in the plan.
	54 audits complete, 6 at draft report stage and 7 in progress. Staff sickness and long-term leave have impacted the delivery of the Q4 Plan for 2022/3. Workforce flexibility across the team is being used to prioritise the delayed audits. The delivery of internal audit work is on track to deliver an annual opinion.
	80% of the opinion related work found the control environment to be either Substantial or Reasonable assurance. There are no significant corporate risks to be reported, but Limited Assurance reports were issued for Housing Statutory Compliance, Leighton Primary School, and Housing Voids – Follow up.
	The action tracking process has been impacted by unforeseen circumstances in the Audit Team that has affected the ability to measure the implementation status. This position will be resolved prior to the next meeting.
	SWAP is transitioning to new audit management software (Auditboard). Existing assignments and actions are currently being transferred. As series of real time dashboards will be available shortly to both Officers and Members outlining plans, delivery, performance and actions.

Assurance Opinions as @ Q4

Substantial	1
Reasonable	36
Limited	9
No Assurance	0
Support/ Advisory	9

Progress/ Activity as @ Q2

Complete	54
Draft	6
In progress/ Delayed	7
Total	64

Internal Audit Progress Report as at Quarter 4 2022/23

Internal Audit Work Programme and Coverage

Primarily the work programme includes:

- Operational Audit Reviews
- Cross Cutting Governance Audits
- Annual Review of Key Financial System Controls
- IT Audits
- Grant Assurance Work
- Project management
- Other Special or Unplanned Review

Internal audit coverage has been measured against the corporate risks presented to Governance and Audit Committee. This includes audits completed in 2020/21, 2021/22 and the current financial year (2022/23) as well as future planned audits. Please note as future audits are flexible there is potential for coverage to increase or decrease.

Risk Ref.	Audit Coverage	Future Coverage	Risk Narrative
EDR0011 (New)	None	Some	Impact of Climate on our ability to deliver services
HTR0018 (New)	None	Some	Impact of nature emergency on our ability to deliver services
ASC0066	Some	Some	Risk of social care provider failure. THEN risk of care services becoming unviable and not sustainable, resulting in requirement to support residents to access different services/care homes etc
ASC0064	None	None	WCCIS Unreliability - IF the unreliability of WCCIS is not resolved. THEN Veracity of decision making around adults and children in Powys will be compromised, leading to poor outcomes.
CS0081	Good	Some	BUDGET: If Children's Services are unable to manage within budget. THEN have implications for the whole Council: - Unable to meet statutory duties - Leaving service users at risk - Reputational damage to the Authority - Unable to manage within financial envelope
ED0022	Good	Good	The council will be unable to manage the schools' budget without ongoing adjustments to the distribution formula and improving financial management. If they are unable to manage the budget, there will be a significant compromise to the quality of education for Powys learners. THEN Some schools will have escalating deficits which will have a financial impact on the rest of the Council and the learners in their care.
FIN0001	Some	Some	The Council is unable to deliver a financially sustainable budget over the short and medium term. The continued impact of Covid coupled with the more recent events around rising inflation, energy costs and the situation in Ukraine impacting on supply chains and prices all increase the risk on the Council financial resilience. THEN- The Council is unable to fulfil its legal obligation in setting a balanced budget - The Council will not be financially resilient or sustainable - Council reputation damaged - Inability to fulfil our statutory requirements

Internal Audit Progress Report as at Quarter 4 2022/23

The assessment of none, some, and good is based on the number of audits in these areas and the scope of the audits. This gives the Committee assurance that internal audit is aligned to the corporate risks although we would not expect all audits to align to all corporate risks.

Other areas are considered in the planning process such as:

- Service Risks
- Corporate objectives
- Fraud Risk Assessment
- Technology Assessment
- Performance information
- Wider Sector Risks
- Previous IA Work

Risk Ref.	Audit Coverage	Future Coverage	Risk Narrative
ICT0010	Good	Some	Non-compliance with data protection legislation UK General Data Protection Regulations (GDPR) and Data Protection Act. THEN - Potential fine of up to £17,000,000 or 4% of annual turnover - The Council is subject to regulatory data protection audits - Reputational damage - Regulatory enforcement action - Detriment to the data subjects - Civil action and associated consequences
ICT0029	Some	Good	Cyber Security Threat. Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber. THEN Loss of Information systems until they can be successfully restored. Loss of data, inability to access data or public disclosure of Personal Data. Cyber risk could materialize in a variety of ways, such as: • Deliberate and unauthorized breaches of security to gain access to information systems. • Unintentional or accidental breaches of security. • Operational IT risks due to factors such as poor system integrity
PCC0003	Some	Some	The council receives a negative regulatory / inspection report. THEN - Meeting regulatory and legislative duties - Ability to provide a good quality of service to service users - Managing demand on the service - Recruitment and retention of staff - Staff morale - Reputational damage
PCC0005	Some	None	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic. THEN Increased staff absenteeism; Increase demand for services from residents Increased workload for council staff as a result of staff absence and increased service demand Closure of Council premises resulting in reduced services to residents and office accommodation.
PRO0008	None	None	Russian Invasion of Ukraine and Other Market Pressures leading to Increased risks of price variations and labour & material shortage caused by rising inflation. THEN Effect on capital and revenue budget but mainly effecting supplies of materials relating to any contract or project. Unable to deliver statutory and non-statutory services which could result in a backlog of work, reputational damaged, quality of buildings and knock-on consequences. Examples of a key consequence: delayed or cancelled housing development reduces capacity to address homelessness and other housing needs, Delays or affordability of delivery of schools transformation etc
WO0021	Good	Some	The Council is unable to recruit, retain and commission the workforce it requires, in the short term due to increased staff absences and a challenging UK labour market, and in the longer term due to an expected long-term decrease in the local working age population. THEN Council is unable to secure the services needed by the local population, including care and assessment provision, education, waste, highways, housing culture and support services.

Internal Audit Progress Report as at Quarter 4 2022/23



Internal Audit Progress and Outcomes

At the conclusion of an audit assignment each review is awarded a “Control Assurance Definition”;

- Substantial
- Reasonable
- Limited
- No

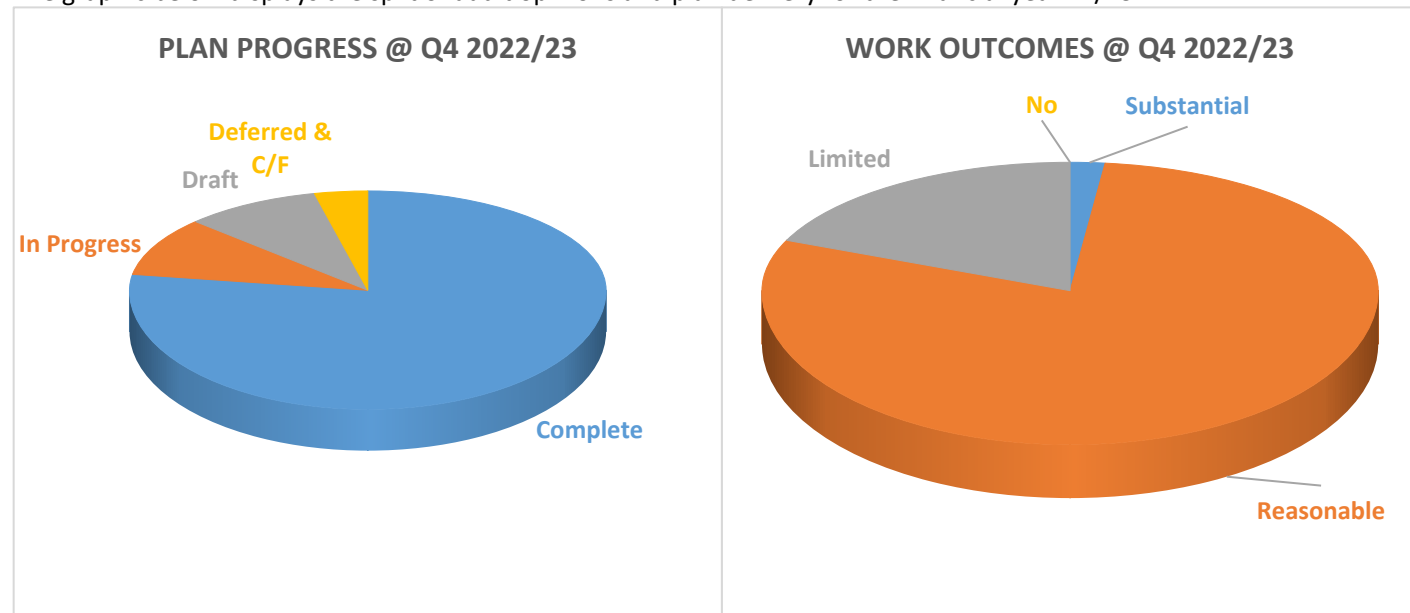
The schedule provided in Annex B contains a list of those audits completed, in draft, and in progress.

We also undertake Advisory / Non-Opinion work on a consultancy basis where we have been asked to look at a specific area of potential concern

It is important that Members are aware of the status of all audits and that this information helps them place reliance on the work of Internal Audit and its ability to deliver an annual opinion. Each completed assignment includes its respective “assurance opinion” rating together with the number and relative ranking of agreed actions that have been raised with management. The assurance opinion ratings have been determined in accordance with the “Audit Framework Definitions” as detailed in Annex A of this document.

Fifty-four audits have been completed and seven audits are at draft report stage at the end of Quarter 4. A further six audits are in progress and will conclude in Quarter 1 2023/4. These are shown in more detail in Annex B.

The graphic below displays the split of audit opinions and plan delivery for the financial year 22/23.



These are areas that have been identified as significant control issues that should be brought to the attention of the Audit and Governance Committee.

Summary of Significant Concerns

Housing Statutory Compliance and Housing Voids -follow up both have been given “Limited” Assurance Opinions . These Audits will be reported to the next committee alongside a formally response from the relevant Services.

Follow up work confirms the responsive nature of management in implementing agreed actions to mitigate exposure to areas of risk.

Follow Up Audits

The follow-up audit is to provide assurance to the Director, Senior Management and the Audit and Governance Committee that the key risks have been mitigated to an acceptable level. Evidence is obtained to demonstrate implementation and progress made in relation to all recommendations.

The table below gives the status of follow-up reviews:

Audit Name	Status	Notes
Deprivation of Liberty safeguards (DoLS)	Complete	Issues Still outstanding, Reported to GAC in Feb 2023.
National Fraud Initiative (NFI 2020)	Complete	Revised arrangements for new exercise (NFI 2022). Monitoring report in Q2 2023
Fraud Risk Maturity Assessment	Complete	Significant improvement with likelihood of further improvement as Council adopt fraud risk assessment
Llandinam Primary School	Complete	Significant improvement in key areas

All significant issues arising from follow-up reviews will be reported to the Governance and Audit Committee.

DoLS & Housing Voids still have significant issues outstanding

Internal Audit Plan Progress 2022/23

Follow Ups (Continued)

Audit Name	Status	Notes
Housing Voids	Complete	Key issued outstanding (Report to GAC for next meeting in June/July 2023)
Managing Financial Commitments- Children	Revised Draft	Second draft produced after feedback from Finance and Childrens Services.
5 x Highway Reviews	Planned	Q1 & Q2 2023/24
Continuing Health Care (CHC)	Planned	Q2 2023/24
Deprivation of Liberty Safeguards	Planned	Q2 2023/24
Statutory Compliance	Planned	Q3 2023/24

Action Tracking

The Action tracker shows the status of completed and outstanding recommendations. This is mostly done through a self-certification process with each client. Currently there are 17 agreed actions that have gone beyond their target implementation date.

The follow-up process is administered by the Internal Audit Team. Unfortunately, long term staff sickness and a family bereavement has affected the team's ability to chase up the agreed actions since January 2023. This is expected to be resolved shortly.

Overleaf is a copy of the action tracking dashboard as @ 31st March 2023. Members can access this dashboard and drill into the detailed content of each audit assignment. As a result of the delay in the follow-up administration, the details of the 17 outstanding actions have not been published as Internal Audit cannot be sure of their status.

From July 2023, Internal Audit Action tracking will be visible on our new audit management system (Auditboard). A dashboard will be available to Members and Officers that will give the real time status of outstanding actions.

Internal Audit Progress Report as at end Quarter 4 2022/23

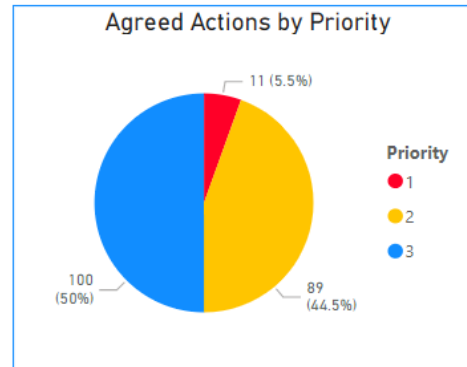
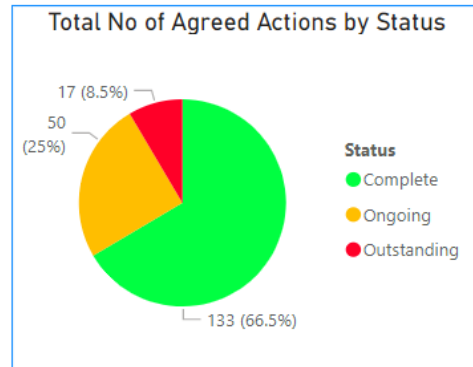
← to Detailed Summary

Powys County Council Insight Dashboard

Drill down to Agreed Actions



Agreed Actions made by Internal Audit



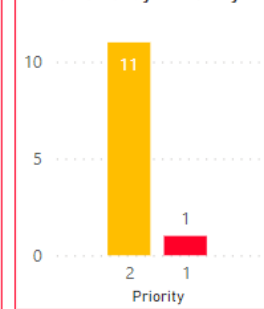
Priority 1&2 requiring immediate attention



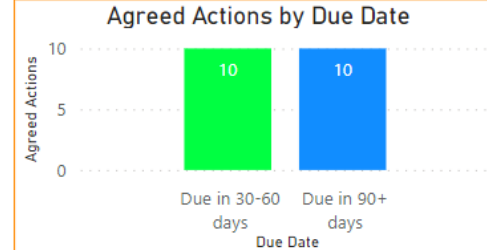
Outstanding Agreed Actions by Directorate

Directorate/ Service	Overdue 30 to 60 Days	Overdue up to 30 Days	Total
Finance		10	10
Transport	1	1	2
Total	1	11	12

Outstanding Agreed Actions by Priority



Priority 1&2 Agreed Actions on the Horizon (due in 30 days or less)



Priority 3 Agreed Actions that would add value (if implemented)



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Internal Audit Progress Report as at Quarter 4 2022/23

Contact Information

SWAP is an internal audit partnership covering 24 organisations. Powys County Council is a part-owner of SWAP, and we provide the internal audit service to the Council.

The contacts at SWAP in connection with this report are:

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For further details see: www.swapaudit.co.uk

At the conclusion of audit assignment work each review is awarded a “Control Assurance Definition”;

- Substantial
- Reasonable
- Limited
- No

In addition, to our opinion-based work we will provide consultancy services. The advice offered by Internal Audit in its consultancy role may include risk analysis and evaluation, developing potential solutions to problems and providing controls assurance.

Recommendations are prioritised from 1 to 3 on how important they are to the service/area audited. These are not necessarily how important they are to the organisation at a corporate level.



Audit Framework Definitions

APPENDIX A

Control Assurance Definitions

Substantial	A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.
Reasonable	There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.
Limited	Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.
No	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.

Risk	Reporting Implications
	In addition to the corporate risk assessment, it is important that management know how important the recommendation is to their service. There should be a clear distinction between how we evaluate the risks identified for the service but scored at a corporate level and the priority assigned to the recommendation. Each recommendation has been given a priority rating at service level with the following definitions:
Priority 1	Findings that are fundamental to the integrity of the service’s business processes and require the immediate attention of management.
Priority 2	Important findings that need to be resolved by management.
Priority 3	Finding that requires attention.

Internal Audit Activity and Work Programme as at 31 st December 2022						APPENDIX B		
Quarter	Service	Assignment	Scope	Status	Opinion	Actions by Priority		
						P1	P2	P3
Q1&2	Highways	Commissioning	Reviewing commissioning activities to ensure that critical road defects are repaired promptly and effectively.	Complete	REASONABLE	1	2	2
Q1&2	Highways	Procurement	Value for Money is achieved when procuring services whilst protecting against the risk of fraud.	Complete	REASONABLE	1	2	4
Q1&2	Highways	Delivery, Monitoring & Reporting	Ensuring the Service have effective oversight over operations from a performance and financial perspective.	Complete	LIMITED	2	0	2
Q1&2	Highways	Vehicles, Assets & Fuel	Ensuring the use of vehicle and plant is effectively monitored and there are no signs to misuse. Ensuring a complete record of all fuel transactions to enable effective monitoring to protect against fuel theft.	Complete	LIMITED	1	2	0
Q1&2	Highways	Materials and Stock	Material and stock are effectively controlled to provide assurance that the items have been used for the delivery of commissioned work.	Complete	REASONABLE	0	1	2
Q1&2	Housing	Supporting People Grant- Certification	Grant Certification required by Welsh Government to give assurance that expenditure items are legitimate.	Complete	CERTIFIED			
Q1&2	Schools	School Forum - Risk and Control in Schools	Supporting schools by providing training on the audit process and the key areas of governance and control.	Complete	ADVISORY			
Q1&2	Finance	Risk Appetite Benchmarking	Using benchmarking and Partner Sources to support the Council on developing a risk appetite	Complete	ADVISORY			
Q1&2	Finance	Covid Grant Certification	Reviewing expenditure for legitimacy as part of covid grant arrangements.	Complete	CERTIFIED			

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Quarter	Service	Assignment	Scope	Status	Opinion	Actions by Priority		
						P1	P2	P3
Q1&2	Finance	Contract Exemptions	To ensure that proper planning and value for money is delivered when a contract exemption is employed.	Complete	REASONABLE	0	2	0
Q1&2	Schools	Ysgol Maesydderwen-Secondary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	1	3
Q1&2	Adults & Children	Continuing Health Care	Ensure that effective partnership working is in place to allow effective financial arrangements.	Complete	LIMITED	0	4	0
Q1&2	Finance	Fraud -Those Charged with Governance	Contributing to the Council's assessment of fraud risk	Complete	ADVISORY			
Q1&2	Finance	National Fraud Initiative Report Update Q4 2021/22	Providing data and coordinating investigations to ensure potential fraud cases are identified and investigated.	Complete	LIMITED	1	0	0
Q1&2	Public Protection	Estate Agents Grant-Certification	Grant Certification required by UK Governments to obtain the NTSB grant	Complete	CERTIFIED			
Q1&2	Schools	Gwernfyed High School - Secondary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	SUBSTANTIAL	0	2	1
Q1&2	Schools	Ysgol Bro Hyddgen - Secondary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	1	6
Q1&2	Schools	Bryn Hafren - Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	1	3
Q1&2	Schools	Berriew - Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	5	4
Quarter	Service	Assignment	Scope	Status	Opinion	Actions by Priority		

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						P1	P2	P3
Q1&2	Schools	St Mary's - Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	5	2
Q1&2	Schools	Guilfield- Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	7	2
Q1&2	Schools	Llanidloes - Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	3	0
Q1&2	Schools	Penygloddfa - Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	8	2
Q1&2	Adults & Children	Deprivation of Liberty safeguarding	Ensuring that the Council have improved performance on undertaking best interest assessments and meeting statutory guidelines.	Complete	LIMITED	1	1	0
Q1&2	Support	Archiving Powys IA Records	Supporting the Council with the management of audit Files/ information from Pre-SWAP	Complete	ADVISORY			
Q1&2	Support	Action Tracking Reports Q1 & Q2, Q3	Reports tracking the implementation of internal audit agreed actions.	Complete	ADVISORY			
Q1&2	Finance	Suspense Account Income	Examining unallocated income and identifying the root cause and user behaviour for non-compliance	Complete	REASONABLE	0	0	3
Q1&2	Finance	Mid Wales Growth Deal	Audit certification of expenditure and Governance controls for 21/22	Complete	CERTIFIED			
Q1&2	Finance	Purchase cards- Q1	On-going continuous review of purchase card transactions to identify non-compliance with council rules and exceptions that require more detailed investigation. The outcome will improve customer behaviour and more sound financial control.	Complete	REASONABLE	0	1	6
Quarter	Service	Assignment	Scope	Status	Opinion	Actions by Priority		

Quarter	Service	Assignment	Scope	Status	Opinion	P1	P2	P3
Q1&2	Finance	Fraud Risk Maturity Assessment -Follow up	Following up on the fraud Maturity baseline assessment to give committee assurance that the Council is preventing and detecting fraud.	Complete	REASONABLE	0	2	3
Q1&2	Finance	Purchase cards Q2	Continuous audit programme identifying spending behaviours and controls for Q2- Advisory	Complete	REASONABLE	0	0	0
Q1&2	Finance	National Fraud Initiative Report Update	Providing data and coordinating investigations to ensure potential fraud cases are identified and investigated. Rolled into new exercise foe 22/23	Complete	REASONABLE	0	0	0
Q3	Housing	Supporting People Grant 21/22	Welsh Government require validation and certification of claim expenditure	Complete	CERTIFIED			
Q3	Housing	Enable Grant 21/22	Welsh Government require validation and certification of claim expenditure	Complete	CERTIFIED			
Q1/2/3	Finance	Risk in Projects and Partnerships	Review the Council visibility, governance and risk management on significant partnerships and projects	Complete	REASONABLE	0	1	6
Q2&3	Finance	Risk Management	Ensure that the Council's Risk management process are agile, timely and are forward thinking in terms of risk appetite.	Complete	REASONABLE	0	1	7
Q1/2/3	Finance	Orders for Goods and Services	Analysing data to identify noncompliance and risk that goods are not procured soundly. Further detailed analysis to identify the root cause of any failures.	Complete	REASONABLE	0	4	1
Q3&4	Schools	Llandinam- Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	3	8

						P1	P2	P3
Q3&4	Schools	Cradoc - Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	1	2	5
Q3&4	Schools	Presteigne - Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	3	6
Q3&4	Schools	Leighton - Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	LIMITED	2	2	6
Q3&4	Finance	Business Rates (Liability and Billing)	Ensure liability of Business rates are effectively determined in light of eligibility of Covid Grants for businesses.	Complete	REASONABLE	0	1	1
Q3	Finance	Purchase Cards – Continuous Audit Q3	Continuous audit programme identifying spending behaviours and controls for Q3.	Complete	REASONABLE	0	0	0
Q2&3	Housing	Statutory Compliance	Ensure improvement in the achievement of the Council statutory responsibility to ensure properties are compliant and safe. Delays caused by Client inactivity.	Complete	LIMITED	2	1	3
Q3&4	Customer/ Digital	School Meals Debt-parent pay	The review debt collection and outstanding debt before the Council transitions to free school meals	Complete	REASONABLE	0	2	3
Q4	Schools	Ysgol Pont Robert Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Complete	REASONABLE	0	0	7
Q3&4	Finance	Main Accounting	Ensure the accounting transactions are made in accordance with financial regulations	Complete	REASONABLE	0	2	2
Q3&4	Digital	Technology Assisted Framework Review	An advisory review to assess specific risks highlighted as well as providing direction and scope for the targeted provision of future technology and digital audit	Complete	ADVISORY			
Quarter	Service	Assignment	Scope	Status	Opinion	Actions by Priority		

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						P1	P2	P3
Q3&4	Finance	NFI 2022/23 Exercise -Process Checklist	Review the governance, administration, and controls the investigation of NFI Fraud matches	Complete	ADVISORY			
Q3&4	Finance	Pension Administration	Review the administration of Pension transactions to ensure funds are effectively controlled.	Complete	REASONABLE	0	0	6
Q3&4	Finance	NFI 2022- Data & Fair Processing	GDPR Compliance, Data uploads, Investigation readiness and roll out of matches.	Complete	ADVISORY			
Q3&4	Housing	Voids – Follow up	To follow up a previous limited report on the administration, control and reporting of void properties.	Complete	FOLLOW UP-LIMITED	0	2	0
Q2&3	Corporate	Whistle Blowing	Review the Council's whistleblowing arrangements to give assurance that fraud and corruption measures are in place.	Complete	REASONABLE	0	1	2
Q4	Finance	Fraud Risk Assessment- Stage 2	A follow up to the original assessment picking up those Services that didn't respond to the original assessment	Complete	ADVISORY			
Q1,2,3&4	Support	Committee / Management Reporting	Supporting Council Management Teams and Governance and Audit Committee.	Complete	SUPPORT			
Q1,2,3&4	Support	Planning & Engagement	Engaging with Services to develop risk-based plans	Complete	SUPPORT			
Q2&3	Adults & Children	Managing Financial Commitments	Review the way in which Childrens Service manage budgets commitments to enable effective budget management.	Revised Draft with Client				
Q3&4	Workforce	Health & Safety	Review corporate guidance, oversight and governance arrangements with Health and Safety legislation. A further review of OD Service compliance will be undertaken in a future audit cycle.	Draft with Client				
Quarter	Service	Assignment	Scope	Status	Opinion	Actions by Priority		
						P1	P2	P3

Q3&4	Schools	Churchstoke - Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	Draft – with Client. Delayed see Note 1				
Q2&3	Corporate	Complaints	Give assurance to the Audit Committee that the administration of Complaints is effective	Draft – Delayed see Note 1				
Q3&4	Finance	Debt Administration	Review the systems for the administration of Debt to ensure that they are sound, secure and drive the recovery process.	In Progress Awaiting data from Client				
0Q1&2	Democratic	Conflict of Interests-Follow up	Ensure that the Council have improved the awareness, visibility, and reporting of any potential conflicts of interest.	Draft with Client - Delayed Note				
Q3&4	Workforce	Safeguarding	Review the Councils DBS checking in payroll following on from a Wales Audit review	Draft with Client				
Q3&4	Schools	Brecon High School-Secondary	Review Governance, financial administration and Asset Management at school using 360 assessment	In Progress-Delayed Note 1				
Q4	Adults and Children	Front Door Review	Assessing the process of third-party reporting in Children Services to ensure efficient practices.	In Progress-Awaiting data				
Q4	Schools	School Themed Review -Finance	Combining the collective knowledge of the school audits throughout the year to give a corporate insight into the key issues	Carried Forward See Note 1				
Q4	Schools	School Themed Review -Governance	Combining the collective knowledge of the school audits throughout the year to give a corporate insight into the key issues	Carried Forward see Note 1				
Quarter	Service	Assignment	Scope	Status	Opinion	Actions by Priority		
						P1	P2	P3

Q4	Digital	Data Quality Maturity	To review the quality of the data produced by different areas of the Council with the aim of reporting Maturity	In Progress				
Q4	Finance	Insurance	Assessing coverage, claims handling, claim management and the VFM of Insurance Services	In progress				
Q4	Schools	Radnor Valley Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	In Progress-Delayed Note 1				
Q4	Schools	Ysgol Trefonen Primary	Review Governance, financial administration and Asset Management at school using 360 assessment	C/F – See Note 1				
Q4	Schools	Ysgol Calon Cymru - Secondary	Review Governance, financial administration and Asset Management at school using 360 assessment	Working in Progress Delayed See Note 1				

Note 1: Unforeseen circumstances have impacted the resources in the audit team since January 2023. As a result, a number of projects have been placed on hold and carried forward until the Auditor returns to work.

Heatmap Inherent and Current



Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

Probability



6

Page 21

Insignificant

Minor

Moderate

Major

Catastrophic

Impact

Insignificant

Minor

Moderate

Major

Catastrophic

Impact

Detailed Risk Information

Residual and Target Rating Changes since 03/11/2022

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
CS0091	If there is insufficient capacity to respond to the longer term demand in children 's and adults' services in timely manner	Sharon Powell	Powys County Council	25	→	25	20	→	20
EDR0011	A climate emergency has been declared by Powys County Council . IF we experience the extreme consequences of not taking action then we will experience flooding, poor air quality, impact on nature and our communities.	Diane Reynolds	Powys County Council	25	→	25	25	↘ -5	20
FIN0001	The Council may be unable to deliver a financially sustainable budget over the short and medium term. The continued impact of Covid coupled with the more recent events around rising inflation, energy costs and the situation in Ukraine impacting on supply chains and prices all increase the risk on the Council financial resilience.	Jane Thomas	Powys County Council	16	↗ 9	25	12	↗ 4	16
HTR0018	Impact of nature emergency on our ability to deliver services	Matthew Perry	Powys County Council	25	→	25	25	↘ -9	16
WO0021	IF the Council is unable to recruit, retain and commission the workforce it requires, in the short term due to increased staff absences and a challenging UK labour market , and in the longer term due to an expected long term decrease in the local working age population	Gemma Gabriel	Powys County Council	25	→	25	16	→	16
PPPP0030	IF the Council has an insufficient level of revenue maintenance and major improvement capital funding , then it is likely to result in unsafe and unfit assets within School properties.	Gwilym Davies	Powys County Council	20	→	20	16	→	16
PPPP0031	IF the school building stock deteriorates due to the insufficient level of revenue and major improvement capital funding required to maintain them, then they could become un-safe and not fit for purpose.	Gwilym Davies	Powys County Council	20	→	20	16	→	16
ASC0006	IF a Social Care provider(s) fail then care homes, domiciliary care providers, supported living providers and others would become unsustainable.	Rachel Evans	Powys County Council	20	→	20	16	↘ -4	12
IAWA0009	If the Council is susceptible to higher levels of fraud as people struggle with the cost of living crisis and as organised fraud take advantage of the challenging environment. This could lead to lost income revenues or increased service provision costs.	Yvette Kottaun	Powys County Council	16	→	16	16	↘ -4	12
ICT0029	IF the Council incurs a serious Cyber Attack or Security Incident this can result in financial costs to recover , and data loss if recovery is not possible. This will result in disruption and damage to the reputation and running of the Council and its services.	Diane Reynolds	Powys County Council	16	→	16	12	→	12
PROC0008	IF the Russian invasion of Ukraine, plus, other economic pressures continue to affect the global market then this could lead to increased price variations and labour & material shortages.	Wayne Welsby	Powys County Council	15	→	15	12	→	12
ASC0064	IF Welsh Community Care Information System (WCCIS) is not fit for purpose, then it will impact upon service area's ability to carry out our statutory operational duties .	Nina Davies	Powys County Council	12	→	12	12	→	12
ICT0010	IF the Council is found non-compliant with either UK General Data Protection Regulations (GDPR) and or the Data Protection Act (DPA) 2018 then, it could be subject to monetary penalties or other regulatory action, data protection audits, civil action and associated consequences, including suffering reputational damage, and resultant detriment to the affected data subjects .	Diane Reynolds	Powys County Council	12	→	12	12	→	12
PCC0005	IF there is a pandemic breakout or any other ILI's (influenza like illness) resulting in increased staff absenteeism; Increase demand for services from residents: Increased workload for council staff; Closure of Council premises, THEN there will be an increased workload for remaining council staff and increased service demand . '	Nigel Brinn	Powys County Council	16	→	16	9	→	9
PCC0003	IF the Council receives a negative regulatory / inspection report, then we might be found failing in meeting regulatory and legislative duties.	Caroline Turner	Powys County Council	9	↗ 3	12	6	↗ 3	9
PCC0008	IF planned power outages (rota disconnections) occurs then it may affect our ability to deliver services.	Nigel Brinn	Powys County Council	No Previous		15	No Previous		8

Report Selection Criteria

Detailed Risk Information

Residual and Target Rating Changes since 03/11/2022

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
	(REP_RECORD_CROSSCUT.Business Unit Code = @StrategicBusinessUnitCode AND (REP_RECORD_CROSSCUT.Status Flag <> "WITHDRAWN")) and REP_RECORD_CROSSCUT.Record Type=1								

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Strategic Risk Register

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ASC0064 Nina Davies Escalated From :- Powys County Council Page 25	IF Welsh Community Care Information System (WCCIS) is not fit for purpose, then it will impact upon service area's ability to carry out our statutory operational duties.	<ul style="list-style-type: none"> Veracity of decision making around adults and children in Powys could be compromised, leading to poor outcomes The safeguarding of children and adults in Powys could be compromised There could be significant delays in securing time critical packages of care Our ability to manage transfers of people from hospital to the community could be compromised We may not be able to respond effectively to out of hours emergencies There may be delays in making decisions and taking action to keep children safe Staff morale could be affected, leading to increased sickness absence and staff leaving Potential for reputational damage to the council and negative impact on our ability to recruit and retain social workers. 	26/04/2023 Review Summary: An options report considering future options for a data management system is expected shortly. This is part of the ongoing Digital Transformation project. 16/01/2023 Qtr 3 22/23 Review Summary: Digital Transformation of Social Services Project is ongoing. The review is considering future options for a data management system. 03/10/2022 Qtr 2 22/23 Review Summary: Digital Transformation of Social Services Project has been approved and is in progress. The review will include consideration of the possible future options for a data management system. 11/07/2022 1st Qtr 22/23 Review Summary: An options appraisal is being finalised ready for consideration through appropriate channels.	Cllr Sian Cox Nina Davies	12	12	<ul style="list-style-type: none"> Performance issues raised to Welsh Government through SBAR Monthly Contract review meetings with Supplier Internal Review Follow correct change management processes 	Action In Progress Action In Progress Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ASC0066 Rachel Evans Escalated From :- Powys County Council	IF a Social Care provider(s) fail then care homes, domiciliary care providers, supported living providers and others would become unsustainable.	Potential of care services becoming unviable and not sustainable, resulting in requirement to support residents to access different services/care homes etc. Potential of care staff not being paid. Potential of harm to residents in having to be moved or having care provider unavailability. Potential of financial implications to residents, Council and local economy. Potential of reputational damage. Potential of increased failure and a large number of care staff not being paid appropriately	30/03/2023 Qtr 4 22/23 Review Summary: Care home support being undertaken jointly with PTHB to identify risks Contract monitoring in place to support care home quality and early identification or risk issues Care uplift in progress - which will provide information on financial risks Direct Payment - Recommissioning project in progress and contingency plan in place A deep dive took place on the 31st March 2023 by Governance and Audit committee and a presentation given. The presentation gave fuller detail into the situation and controls in place at the end of Qtr 4, explaining and evidencing the rationale behind the current scoring with service moderation across all risks. 18/01/2023 Qtr 3 22/23 Review Summary: On behalf of service: <ul style="list-style-type: none"> Joint PCC and PTHB provider workshop held with domiciliary care and care home providers 18.12.22 to explore creative solutions and business continuity / resilience Additional contract monitoring capacity in place to support care homes Rapid Action Plan developed in conjunction with PTHB Contingency and focused support around direct payments commissioning Increase in travel mileage rate for domiciliary care workforce Commissioning exploring sustainable new models 09/11/2022 Qtr 2 22/23 Review Summary: Care homes remain fragile but not at imminent risk of failure. All of the mitigations continue, and a contingency plan has been put in place in regard to direct payments service. 15/07/2022 Review Summary: Amending 3 month review to fall in line with PMQAF timetable.	Cllr Sian Cox Nina Davies	20	12	<ul style="list-style-type: none"> Direct Payment Support Scheme Care Home Support Care Home Staffing and Resilience Review Joint Support for Residents and Care Homes 	Action In Progress Action In Progress Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
CS0091 Sharon Powell Escalated From :- Powys County Council	If there is insufficient capacity to respond to the longer term demand in children's and adults' services in timely manner	then the Local Authority will be unable to discharge its statutory duty and safeguard children, young people and adults.	03/04/2023 Qtr 4 22/23 Review Summary: We are continuing to recruit and develop our grown our own strategy. We track our recruitment and leaver rates monthly. 05/01/2023 Review Summary: The managed team has ended but we have recruited some of those agency staff into our main teams. We continue to rely on agency staff due to capacity demand and lack of consistency to be able to fill vacant posts. We are recruiting 2 agency staff to permanent members of staff from January 2023. 14/11/2022 Review Summary: Vacancies remain in key teams. We continue to rely on high-cost agency staff. Work is continuing to strengthen the existing staffing capacity to mitigate against this risk. The managed team is now on an exit strategy, but we have recruited from this team of social workers to be able to come into the service to work within the operational teams. Work is being undertaken to review our strategy for recruitment and retention. The Grow our own scheme continues and this year in November 2022, 5 NQSW have taken up vacancies within the service. The National work on pay and conditions continues. We have recently signed an agreement with ADSS Cymru to not recruit any agency social workers who have moved from other Local Authorities within a 6-month period, we have also agreed not to increase our agency social workers rates of pay. 12/07/2022 1st Qtr 22/23 Review Summary: CS are actively working on their recovery plan and exit strategy for utilising managed social work teams. The service is implementing new models of working in some of the social work teams strengthening existing capacity/mitigation the lack of qualified social work capacity. This year (sept 22) we are going to be offering degree sponsorships to 12 staff across children and adult services.	Cllr Sandra Davies Nina Davies	25	20	<ul style="list-style-type: none"> Agency Staff and Managed Team in both Adults and Children's Services Increase inhouse domiciliary care capacity Prioritise Adult Social services critical functions in line with business continuity planning Rota in Children's Services for Section 47 assessments 	Action In Progress Action In Progress Action Completed Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
		to the County from Climate change impact from overseas. -Inadequate planning for unforeseen events	<p>18/01/2023 Qtr 3 22/23 Review summary. On behalf of service. The risk is ongoing. The Climate Emergency Programme Board continue to meet monthly and work on developing workstream action plans has continued. A climate stakeholder group has been established to plan for an event in June aimed at supporting Town and Community Councils to declare climate and nature emergencies. A climate and nature engagement group has also been established and had it's first meeting in December</p> <p>10/11/2022 Qtr 2 22/23 Review Summary: No change, progress has been made through the further development of the climate workstream plans and the analysis of our carbon accounts</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
FIN0001 Jane Thomas Escalated From :- Powys County Council	The Council may be unable to deliver a financially sustainable budget over the short and medium term. The continued impact of Covid coupled with the more recent events around rising inflation, energy costs and the situation in Ukraine impacting on supply chains and prices all increase the risk on the Council financial resilience.	<ul style="list-style-type: none"> - The Council is unable to fulfil its legal obligation in setting a balanced budget - The Council will not be financially resilient or sustainable - Council reputation damaged - Inability to fulfil our statutory obligations - Inability to deliver the Council objectives 	<p>17/04/2023 Qtr 4 22/23 Review Summary: The council approved a balanced budget for 2023/24 with the inclusion of a 5% increase in Council Tax. The budget recognises the impact of increasing inflation across all services which have in the main been funded, although significant cost reductions are required to delivered within budget. The financial year for 2022/23 has now closed and the accounts are being finalised, the latest forecast based on the position at the end of February projects a surplus budget albeit with the draw down of specific reserves, as set aside last year. Work must now quickly turn to addressing the projected budget for 2024/25 and beyond.</p> <p>16/01/2023 Qtr 3 22/23 Review Summary: The development of the budget through the Autumn has seen Cabinet propose a balanced budget for 2023/24 which will be set out at Cabinet on the 17th January. Significant cost pressures across all services can be managed through the increased WG settlement, the delivery of costs reductions and an increase in Council Tax. The longer term 5 year strategy sees further significant shortfalls through to 2028. Work is now underway to reimagine the Council for the future delivered at a lower cost.</p> <p>02/11/2022 Qtr 2 22/23 Review Summary: A significant amount of work has been completed during September and October on the MTFs and the development of the budget plans. Assumptions have been revised and all services have completed their service FRM's setting out the budgetary pressures they face. An approach to allocate the estimated additional funding from RSG and CT has been implemented and Services have developed proposals as to how the remaining budget gap for each service can be managed. The SLT and Cabinet continue to progress this work. The Autumn statement expected on the 17th November will provide more clarity on the funding levels we can expect for next year.</p>	Cllr David Thomas Jane Thomas	25	16	<ul style="list-style-type: none"> • Revise the Medium Term Financial Strategy • Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government • The Reimagining the Council programme will fundamentally review and reshape the Council for the future • Instruction to all services across the council to pull back on expenditure through 2022/23 to manage the projected deficit • Service Integrated Business Plans will be reviewed and refreshed • Keen focus on procurement issues - sharing information and knowledge across the LA/WLGA network • WG claims for Hardship and lost income continue and expect to remain in place til march 2021 • Cell in place to monitor rising costs, supply chain issues and sharing of information across the Council • Regularly monitor and review the financial position on monthly basis. • Cost Recovery work • 3rd party spend reduction • Income Generation • Monthly reports to cabinet and Management Team on budget progress and progress on savings • Budget Challenge Events • Moved to a 3 year balanced budget • Reassessment of the activities of the Council through the Recovery Coordination Group • Review budget position at end of first quarter and consider changes to the 2020/21 budget 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			07/07/2022 1st Qtr 22/23 Review Summary: SLT and Cabinet have started to consider the impact of this years budget setting and pressures arising, ongoing meetings and completion of the FRM by the end of August should allow time to consider how the budget gap will be addressed.					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
		<p>a loss of cultural values, reduced access to traditional medicines, reduced options for future drug development, and poorer mental health.</p> <ul style="list-style-type: none"> • A decline in tourism due to loss of nature and poor condition of the natural environment. • Unable to meet demand for housing linked to land suitability. • Unable to meet future public building needs. • Council's reputation is hurt by lack of prevention/resilience planning and being perceived to be a contributor. • Investing in adapting service delivery. 						

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
IAWARD0009 Yvette Kottaun Escalated From :- Powys County Council	If the Council is susceptible to higher levels of fraud as people struggle with the cost of living crisis and as organised fraud take advantage of the challenging environment. This could lead to lost income revenues or increased service provision costs.	Then this could lead to lost income revenues, increased service provision costs, some schools will have escalating deficits which will have a financial impact on the rest of the Council and the learners in their care. Other consequences could be: - increased service provision costs because of lost income/reduced budget - Reputational Damage - Lost in stakeholder confidence	04/04/2023 Qtr 4 22/23 Review Summary: The fraud team are awaiting guidance from SWAP on which service areas they intend to do further fraud risk work with. Once this is established Corporate Fraud will determine their action plan of service workshops so not duplicate work and cost with SWAP. Progress has been made with 3 more service risk assessments having been completed, leaving only one outstanding. It is worth noting despite the work that has been carried out to reduce the risk probability and impact, the service are noting increased incidents of fraud, put down to the cost of living crisis and therefore the scoring remains the same. 13/03/2023 Review Summary: The risk is now live 16/01/2023 Review Summary: The fraud risk is due to be considered as as corporate fraud risk at next EMT so not become effective yet to review	<i>Cllr David Thomas</i> Jane Thomas	16	12	<ul style="list-style-type: none"> • Fraud team to review fraud risks with service areas and determine action plan • SWAP Undertake the remaining fraud risk assessments in 4 service areas • Provide section 151 officer with fraud risk Intelligence bi-annually. • regular fraud activities 	<p>Action In Progress</p> <p>Action In Progress</p> <p>Control In Place</p> <p>Control In Place</p>

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
							information asset and ROPA	

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
							<ul style="list-style-type: none"> • NCSC 10 Steps Actions Engagement & Training • Detection and Response Tools • Cyber Exercising 	Control In Place Control In Place Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0003 Caroline Turner	IF the Council receives a negative regulatory / inspection report, then we might be found failing in meeting regulatory and legislative duties.	<ul style="list-style-type: none"> - it could affect our ability to provide a good quality of service, to the people of Powys - it could affect our ability in managing demand on the service - it might have a negative effect on recruitment and retention of staff - we could experience poor staff morale - we could suffer reputational damage 	<p>20/04/2023 Qtr 4 22/23 Review Summary: Whilst we have not received a negative regulatory report during Q4, we are conscious that during Q1 of 2023/24, Audit Wales will have published the findings of their planning review, we have an Estyn Improvement Conference and we are anticipating a Governance Review from Audit Wales. On this basis, we have increased the probability of inherent risk to Likely, however our residual risk probability remains Possible as any remedial action will be taken forward.</p> <p>16/01/2023 Qtr 3 22/23 Review Summary: During the quarter, an audit of Corporate Safeguarding by Audit Wales highlighted issues that needed to be addressed; all are now being addressed.</p> <p>Gwernyfed High School and Brecon High School are now in special measures following Estyn Inspection reports.</p> <p>Further inspections taking place in Q4, in particular CIW inspecting Domiciliary Care provision and Mental Health provision in the North. Also expect to receive Audit Wales inspection of the Planning Service.</p> <p>07/10/2022 Qtr 2 22/23 Review Summary: Rating has been reviewed and residual score remains at 6. This is on the basis of regular feedback from Estyn, CIW and Audit Wales.</p> <p>15/07/2022 1st Qtr 22/23 Review Summary: Rating have been reviewed and the residual score now sits as a 6. This is on the basis that the CIW Improvement Check that took place in May was satisfied with the progress that we've made (their letter is due to be published 3rd week of July).</p>	<p><i>Cllr James Gibson-Wat</i> <i>t</i></p> <p>Caroline Turner</p>	12	9	<ul style="list-style-type: none"> • Monitoring improvements within key Services to be undertaken by Cabinet, with Scrutiny undertaking a challenge role • Monitoring key recommendations through the Corporate Regulatory Tracker • Improvement Board for HTR • Improvements to be identified and undertaken by each Service, and captured as part of their Integrated Business Plans & progress • Communications strategy (internal/external) • Maintain close working relationships with all Inspectorates and Regulators as well as Welsh Government • Corporate support provided to all Services 	<ul style="list-style-type: none"> Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0005 Nigel Brinn	IF there is a pandemic breakout or any other ILI's (influenza like illness) resulting in increased staff absenteeism; Increase demand for services from residents; Increase demand for services from residents; Increased workload for council staff; Closure of Council premises, THEN there will be an increased workload for remaining council staff and increased service demand.'	Increased staff absenteeism; Increase demand for services from residents Increased workload for council staff as a result of staff absence and increased service demand Closure of Council premises resulting in reduced services to residents and office accommodation	<p>04/04/2023 Qtr 4 22/23. On behalf of Nigel Brinn. Risk Summary. It is now considered appropriate to deescalate this risk from the SRR on to EMTs Risk Register where it will be continued to be managed by Nigel Brinn, Executive Director for Economy and Environment. The risk will be routinely monitored via the newly formed Health Protection Team (PtHB / PCC) which will continually review ongoing advice from Public Health Wales and other such bodies. Oversight will be maintained via the Health Protection Strategic Oversight Group. The risk will then be re-evaluated in the autumn as part of the winter planning for 2023/24.</p> <p>05/01/2023 Qtr 3 22/23 Review Summary: On behalf of Nigel Brinn. Cases continue to impact the community and a reduced TTP team continue to trace the vulnerable and Health and Social Care. This risk will remain on the register whilst we monitor the impact of COVID and other ILI's (influenza like illnesses) associated with winter planning 2022/2023. Funding for the team has been confirmed for 23/24 and we are currently working in partnership with colleagues in PTHB to determine its most appropriate allocation and deployment.</p> <p>09/11/2022 Qtr 2 22/23 Review Summary: On behalf of Nigel Brinn. Cases continue to impact the community and a reduced TTP team continue to trace the vulnerable and Health and Social Care. This risk will remain on the register whilst we monitor the impact of COVID and other ILI's (influenza like illnesses) associated with winter planning 2022/2023.</p> <p>15/07/2022 Review Summary: amending date to fall in line with PMQAF</p>	Cllr James Gibson-Wat Nigel Brinn	16	9	<ul style="list-style-type: none"> Implement Communicable Disease Outbreak Control Plan for Wales (2022) Establish Internal Gold Group to ensure effective Business Continuity measures are in place Establish effective lines of communication with residents, staff, members, schools Update Business Continuity Plans (at Service and Corporate Level); Establishment of an Internal Silver Command Powys County Council Representation on Powys Teaching Health Board Gold and Silver Command; Liaison with all Local Resilience Forum (LRF) Partners; PCC Liaison with Welsh Government and Public Health Wales; Communication and engagement with schools. Communications to residents, staff and members Establish/Engage with structures as required in the the 'Outbreak Control Plan' Establish/Engage with Local structures with partners to achieve effective local service delivery 	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action Completed</p> <p>Action Completed</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p>

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PPPP0031 Gwilym Davies Escalated From :- Powys County Council	IF the school building stock deteriorates due to the insufficient level of revenue and major improvement capital funding required to maintain them, then they could become un-safe and not fit for purpose.	Disruption to the operational continuity of the building which may either result in the partial or full closure of the school building to ensure the health and safety of all occupants.	30/03/2023 Qtr 4 22/23 Review Summary: This risk although sits with PPPP is cross linked with Education so both services have sight. Meeting took place as a matter of urgency with all relevant service areas to review the risk and in particular the controls and actions in place during the last Qtr. School premises critical compliance assessment is being prepared for all school and non school buildings with a view to presenting 'work in progress' document to Corporate Compliance and Strategic Property Board. Also we are completing the major improvement capital programs 22/23 including other capital grant funded schemes and a planned maintenance program to maintain and upgrade school buildings, safeguarding, external infrastructure and school facilities. This is to maintain safe operational school facilities. 09/01/2023 Qtr 3 22/23 Review Summary: Risk reviewed in Schools SSMT. This risk has been transferred from Educations risk register to Property, Planning and Public Protection risk register however remains cross linked with Education so both services have sight. Meeting to take place as a matter of urgency with all relevant service areas to review the risk and in particular the controls and actions in place. 07/11/2022 Review Summary: Reviewed by SSMT 07.11.22 05/09/2022 Review Summary: Reviewed by SSMT 05.09.22	Cllr Jake Berriman Nigel Brinn	20	16	<ul style="list-style-type: none"> Implement the schools asset management plan within the budget available and escalate to the Transforming Education Programme Actively input into the HOWPS transition working group 	Action In Progress Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>23/12/2022</p> <p>Qtr 3 22/23 Review Summary: The health and care partners in Powys have a multi-faceted Workforce Futures Strategic Framework is in place and being implemented, which is designed to recruit and develop the workforce needed to support the people of Powys now and for the future. As part of this it's essential that we have people with the education and skills that will be needed, which is supported by the Council's Transforming Education Programme which sets out a ten year strategy and is in the process of being implemented.</p> <p>IN order to best respond to the tight UK and local labour market, a high level resourcing group has been established to ensure that the Council takes every possible step to recruit and retain the workforce needed, including growing our own staff. This group is working with the leadership team and so far has:</p> <ul style="list-style-type: none"> • piloted an easier process to apply for roles, leading to a significant increase in interest in the roles and led to 3 staff being recruited, this will be rolled out • developed a new website with an enhanced search function to make it easier for applicants to search our vacancies • introduced a new process to use existing vacancies as apprenticeship opportunities for people in our apprentice talent pool. • undertaken a staff pulse survey to all staff to obtain feedback on why they chose to work at Powys, the findings from which will be used to support recruitment and retention plans. • Are working closely with our partners (e.g. PTHB, PAVO) to identify where we can jointly address recruitment and retention challenges • Firm plans in place for 15 social care staff under our grow one own initiative to qualify as Social Workers during 2023 • Developed a new vibrant and attractive advertising brand which will be launched early January 2023 • We have a - New Year, New Job recruitment campaign ready to launch 					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>during January 2023</p> <ul style="list-style-type: none"> And have reviewed and condensed our application form, making it easier for candidates to complete which will be launched in the new year <p>AS can be seen, much work has already been completed to address our recruitment needs and we have many more initiatives and improvements planned for Quarter 4 and beyond.</p> <p>The Council is also working closely with PTHB and our partners to support the release of patients from hospital into reablement and care, this work will continue over the winter period and will focus on joint recruitment initiatives, joint induction and development, with a key focus on reablement.</p> <p>IN addition we are widening access to the health and care sector in Powys by / through:</p> <ul style="list-style-type: none"> an employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) by widening our apprenticeship offer And enabling access for carers and volunteers to statutory education packages 					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>26/09/2022</p> <p>Qtr 2 22/23 Risk Review: The Workforce Futures Strategic Framework is in place / being implemented by partners. The Council's Transforming Education Programme with its ten-year strategy is also being implemented.</p> <p>To respond to the tight UK labour market, a high level resourcing group has been established to ensure that the Council takes every possible step to recruit, retain and develop the workforce needed, including grow our own staff. This group will be working with SLT in delivering an agreed plan.</p> <p>The Council has established an apprenticeship programme in place which continues to be progressed with 6 offered in Q2.</p> <p>In Social Care a much-enhanced grow our own programme for the next 5 years is in place and being implemented for social workers</p> <p>In addition, we are widening access to the health and care sector in Powys by / through:</p> <ul style="list-style-type: none"> - an employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and people trying to access employment in the sector) - making use of governmental schemes - Apprenticeships – by widening the apprenticeship offer - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment 					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>01/07/2022</p> <p>1st Qtr 22/23 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which continues to be progressed, with discussions continuing with services about the recruitment of further apprentices across PCC.</p> <p>In Social Care a much enhanced grow our own programme for the next 5 years is in place and being implemented for social workers</p> <p>In addition we are widening access to the health and care sector in Powys by / through:</p> <ul style="list-style-type: none"> - an employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - any available governmental schemes, such as the former Kickstart programme - Apprenticeships – by widening the apprenticeship offer - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework and Health clinical induction framework) 					

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Working Group Report to the Governance and Audit Committee.

Name of Working Group:	Capital
Date of Meeting:	27.04.2023

Brief Details of Matters considered at the meeting:**Capital Forecast 2022-23 as at 28th February 2023**

- Revised budget of £95m with a spend at 28.02.23 of £50m, resulting in substantial reprofiling between financial years to be undertaken.
- Various changes throughout the year, almost half of the budget is funding by Grants.
- 38% borrowing over next few weeks this will be minimalised as much as possible to utilise grants and other sources prior to hitting borrowing (Grants are listed within report)
- Re-profiling - virements made for a new system in building control, interactive boards throughout schools.
- Capital receipts just under £1.5m received, sales agreed at legal stage of £2.64m, had hoped to achieve total £3.6m at end of the year but reliant on all factors being competed.
- Head of Service commentary is to be progressed further.

Asset Base And Asset Review, Overarching Policies And Farms Strategy

- HOWPS integrated into the team last year.
- Corporate Llandod model across the Authority, bringing most of the estate under one service area to control most of the Authority's building stock.
- Asset Management Strategy agreed from last October, undertaking a full review of the whole estate – totalling 560 buildings.
- Building Condition Assessments being undertaken, 25% completed, target for 22-23 was 22%.
- Further surveys to be undertaken on 65 farms over the next 2 months, which has been contracted out to a company as our officer is completing work using funding from the levelling up projects.
- Review of entire Farm estate to understand condition, usage, whether retain, re-invest, or disinvest.
- In some areas the Farm estate could be of considerable value, caveat that with it is also dated and may require substantial capital spend.
- The Service has a target of approx. £2m per annum to bring into the LA capital funds to allow capital projects to progress.
- Forecast possible £4m for 2023-24, if include farm review of when and how to dispose of assets.
- There is a counter argument on how to use the Farm estates in relation to the Green Powys agenda, delivering food more locally, work continues with the Portfolio Holder on this.
- Schools Leisure Centres Libraries and Day Centres are all being reviewed, the programme for which will take a couple of years to complete.
- Continue to work with the Day Care Commissioning Project with regards surveys.
- Conditional Surveys on an ad hoc basis with schools as and when undertaking Transformational reviews.
- Work with WG to bring in significant funding for projects, with projects due to come on-line in the near future.

Working Group Report to the Governance and Audit Committee.

- The Service does not have a huge Revenue budget to look after the schools' estate but have large capital projects, spending approx. £5m on school infrastructure, which includes energy efficiencies, sustainability trying to improve the estate as a whole.

Calculation Of Capital Scheme Costs At Each Stage Of The Business Case Process (SOB to OBC to FBC)

Presentation on RIBA Business Cases

- Strategic Definition -SOP (Strategic Outline Plan)
 - Preparation and Briefing, elemental costings – SOC (Strategic Outline Case)
 - Concept Design – OBC (Outlined Business Case)
 - Spatial Coordination & Technical design, firm outturn costs of building and full scheme – FBC (Final Business Case). Construction cost is significant element but not the only element of cost.
- **Costs guidance / Headline Rates**
- **Energy Standards**
 - Net Zero Carbon
 - BREEAM
 - Moved away from gas and using Airsource Heat Pump
 - Mechanical Ventilation Heat Recovery (MVHR)
 - Good levels of air tightness
 - Passive House Requirement
- **Design of School buildings**
 - Traditional
 - Modular D&B (Design & Build)
 - Traditional with a systematised building approach (Using SCAPE)
 - Bundled D&B – in areas i.e., Ystradgynlais and Gwernyfed
 - WG were encouraging aspirational build prior to Pandemic and inflation, Dafydd Llwyd was last of this type built in Powys.
- **Cost Control on Site**
 - In regard to Powys' costs being higher than other Local Authorities in Wales, piece of work been undertaken with ACom quantity surveyors who have visibility on a number of projects across Wales. Powys were identified as being 5% more than the average, a lot of detail to be considered i.e., rurality, costs used were business case rather than the outturn costs.

Outcomes / Observations:

- The Group welcomed that a number of property schemes were and had been undertaken recently as per attached e-mail below.



- Sample of current property schemes.m

Working Group Report to the Governance and Audit Committee.

Future Actions / Items to be added to the Work Programme:

Actions:

- 2022-23 Reconciliation to be brought to June's meeting, with robustness of profiling and slippage, whilst agree there is still improvement required in profiling. There was a pull back on spend last year due to inflationary pressures.
- Policies and Framework to be explained re: how reach judgements, encompassing current Green Agenda requirements.

Work Programme:

24.05.23 - Capital Oversight Board & Schools, Transformation to provide some benchmarking against other LA's, 21st Century Project outline, actual delivery, and the timeliness of projects.

29.06.23 - Profiling of spend by the council on capital schemes and the corresponding grants from WG.

TBC:

How the Council deals with Specialist buildings

Recommendations to the Governance and Audit Committee:

None reported to date.

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