

Risk Reference	Date Identified	Source	Service Area	Risk Identified
ASC1		SIP.ASC.V 3	Adult Social Care	Adult Social Care experiences a significantly higher level of demographic pressure than was expected at budget setting. Budget sufficiency analysis has identified that the budget is underfunded.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
ASC2		SBP 2014/17	Adult Social Care	Political agreement is required to implement the proposed efficiencies.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
ASC3		SBP 2014/17	Adult Social Care	Limited capacity within the service to manage change required in a short period of time

Risk Reference	Date Identified	Source	Service Area	Risk Identified
ASC4		SBP 2014/17	Adult Social Care	Suppliers and stakeholders in the Powys market do not respond to the changes made by the department.
ASC5		SBP 2014/17	Adult Social Care	(for PCC) That PtHB withdraws co-operation / responsibility for financial commitments e.g. Glan Irfon, RHS, CES, CHC etc.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
BS1		SIP.BPU.V 3	Business Services	Management capacity at critical periods to deal with additional operational and corporate objectives, e.g. Delivering internal transformation, Cost Cutting Collaborations 2014/17 – Facilitating and participation in cross cutting collaborations, service transformation and improvement.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
BS2		SIP.BPU.V 3 SBP 2014/17	Business Services	Inability to meet existing and any additional service/regulators/external expectations of what Business Services provides (other than those provided within available resources.)

Risk Reference	Date Identified	Source	Service Area	Risk Identified
BS3		SIP.BPU.V 3	Business Services	Ability to deliver required transformational changes due to time constraints. Eg. obtain agreement or buy-in from services and members for change
BS4		SIP.BPU.V 3	Business Services	Lack of full or timely engagement with the Business Services in transformative projects.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
BS5		SBP 2014/17	Business Services	New LGPS Scheme compliance with national regulations.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
BS6		SBP 2014/17	Business Services	Implementation of Welfare Reform against ever changing legislation and timelines; the first major initiative being the ability to continue with the administration of Student Finance Loans up to the transfer of service in March 2015 to the Student Finance Company.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
BS7		SIP.HR.V1	Business Services	Failure to comply with HMRC statutory pay return requirements

Risk Reference	Date Identified	Source	Service Area	Risk Identified
BS8		HoS	Business Services	Ability to deliver required transformational change due to time constraints across support functions eg. ICT support

Risk Reference	Date Identified	Source	Service Area	Risk Identified
BS9		SIP.F.V4	Business Services	Valuation of Pension Fund, pension contribution impact on revenue budgets, timely reliable data from PCC payroll, JE implications included.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CEMS1		SIP.COM. V2	Chief Executive and Member Services	Capacity within the service.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CEMS2		SBP 2014/17	Chief Executive and Member Services	Capacity at critical periods. The nature of the team's work means that significant pieces of work arise that were not anticipated and therefore could not be planned for eg mass crowd council events.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CEMS3		SBP 2014/17	Chief Executive and Member Services	Insufficient capacity from other services to help support the delivery of major events and high profile public meetings

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CEMS4		SBP 2014/17	Chief Executive and Member Services	Removal of Red Kite as a key communications channel (the only publication that had guaranteed delivery to all households in Powys) while digital access in the county is still low.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CEMS5		SBP 2014/17	Chief Executive and Member Services	Effective communications planning is dependent upon services notifying and engaging with the team early enough to allow for advance planning to be effective in communications and consultation management. This is particularly important with high profile, public facing issues that entail significant service change resulting from

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CG1		SIP.L.V2	Change & Governance	Failure of governance.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CG2		Risk Register 21/11/12 12.11	Change & Governance	Data Protection Breaches

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CS1	12/01/2015	SMT	Children's Services	Fined by ICO due to sharing of personal data

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CS2		SBP 2014/17	Children's Services	Support Service restructures (ODP, Business Services, Professional Services, Performance Management, Business Intelligence)
CS3		SBP 2014/17	Children's Services	2015/16 efficiency savings

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CS4		SIP.CS.V1. 5	Children's Services	Increased LAC population of greater than 5%, and its direct impact on budget

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CS5		SIP.CS.V1. 5	Children's Services	Retaining the grant funding around posts within the Early Intervention Program and the 16 Plus, YJS, and IFST provision. And the long term continuation

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CS6		SIP.CS.V1. 5	Children's Services	Despite intervention, a child suffers harm, injury or death

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CS8		HoS	Children's Services	Inability to meet the new Act which enforces that the Early Intervention and Prevention is a statutory service

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CR1		Risk Register 21/11/12 12.100	Corporate	The Council is not prepared to manage the level of financial cuts required by the Welsh Government

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CR2		Risk Register 21/11/12 12.58	Corporate	Inability to recruit skilled staff in certain areas

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CR3		Risk Register 21/11/12 12.92	Corporate	Inadequate Corporate Governance arrangements for shared services and partnerships

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CR4		Risk Register 21/11/12 12.102	Corporate	Failure to deliver on the Powys One Plan
CR5		Risk Register 21/11/12 12.102	Corporate	Lack of management of the procurement process within services.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CR6		Risk Register 21/11/12 12.90	Corporate	Lack of adequate service business continuity planning

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CR7		Risk Register 21/11/12 12.94	Corporate	Inadequate registers / notifications of items requiring statutory testing provided to the compliance team.
CR8		Risk Register 21/11/12 12.95	Corporate	Inadequacy of Absence Management process

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CR9		Risk Register 21/11/12 12.96	Corporate	Ineffective disciplinary processes
CR10		Risk Register 21/11/12 12.97	Corporate	Failure to monitor and protect Council assets

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CR11		Risk Register 21/11/12 12.98	Corporate	Issues arising from regulatory reports (Check WAO, CSIW, Estyn, HMRC etc.)

Risk Reference	Date Identified	Source	Service Area	Risk Identified
CR12		SIP.LES.V 2	Corporate	Responding to new legislation

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HS1		SIP.HS.V5	Housing and Commissioning	Changes to housing benefit (Welfare Reform) – impact on HRA income “Universal Credits”

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HS2		SIP.HS.V5	Housing and Commissioning	Management of Asbestos related issues
HS3		SIP.HS.V5	Housing and Commissioning	Changes to housing related legislation including The Housing Act Wales 2014.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HS4		SIP.HS.V5	Housing and Commissioning	Implementation of new Housing IT system

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HS5		HoS	Housing and Commissioning	Health & Safety compliance issues in communal areas of flats, and communal areas on estates

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HS6		HoS	Housing and Commissioning	Changes to the financial regime that the HRA operates in means that the HHRA will suddenly be cash rich and able to develop accommodation
HS7	12/01/2015	Simon Inkson / Dafydd Evans	Housing and Commissioning	Failure to achieve the WHQS standard by 2020

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HTR1		SIP.LES.V 2	Highways, Transport and Recycling	Reduction in the level of public transport services
HTR2		SIP.LES.V 2	Highways, Transport and Recycling	Failure to ensure Health & Safety of public and workforce

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HTR3		SIP.LES.V 2	Highways, Transport and Recycling	Failure to meet statutory recycling targets.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HTR4		SIP.LES.V 2	Highways, Transport and Recycling	Potential failure to provide safe highways and structures in a cost effective manner
HTR5		Risk Register 21/11/12 12.91	Highways, Transport and Recycling	Inadequate management of the Council's fleet

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HTR6		SBP 2014/17	Highways, Transport and Recycling	Financial consequences of budget impacting on service delivery.
HTR7		SBP 2014/17	Highways, Transport and Recycling	Failure to deliver engineering services (efficiently and effectively) and deliver investment programmes.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
HTR8		SBP 2014/17	Highways, Transport and Recycling	Emergency Response Management
ICS1		SIP.ICT.?	Information and Customer Services	ICT business continuity

Risk Reference	Date Identified	Source	Service Area	Risk Identified
ICS2		SIP.CUST. J13	Information and Customer Services	Lack of local IT access
LR1		SIP.LR.V4	Leisure and Recreation	Impact of recession/financial climate

Risk Reference	Date Identified	Source	Service Area	Risk Identified
LR2		SIP.LR.V4	Leisure and Recreation	Loss of external funding for some key areas of service provision e.g. Families First, Forestry Commission fees for Coed Cymru, WG Rights of Way Improvement funding, Cymal, Sport Wales, WG free swim (circa £500K per annum)

Risk Reference	Date Identified	Source	Service Area	Risk Identified
LR3		SIP.LR.V4	Leisure and Recreation	Failure to adhere to statutory testing and environmental management, due to lack of capital/revenue maintenance funding and difficulties in securing internal service provision

Risk Reference	Date Identified	Source	Service Area	Risk Identified
LR4		SBP 2014/17	Leisure and Recreation	Unable to secure political decision to target the funding reductions and identify service delivery impact.
LR5		SBP 2014/17	Leisure and Recreation	Failure to achieve MTFP targets

Risk Reference	Date Identified	Source	Service Area	Risk Identified
LR6		SBP 2014/17	Leisure and Recreation	Failure to gain support from communities in devolving assets to the community leading to closure of facilities

Risk Reference	Date Identified	Source	Service Area	Risk Identified
LR7	09/10/2014	HoS	Leisure and Recreation	Cabinet decision to provide commitment to raise lower pay levels, potentially linked to the Living Wage.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
LR8	09/10/2014	HoS	Leisure and Recreation	Volunteers not adhering to health and safety regulations stipulated by the Council

Risk Reference	Date Identified	Source	Service Area	Risk Identified
ODPS1		SBP 2014/17	Organisational Development and Partnership Support	Key process changes not developed sufficiently.
ODPS2		SBP 2014/17	Organisational Development and Partnership Support	Staff remain unsettled due to restructure being conducted over 2 phases.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
PSC1		SIP.F.V4	Professional Services & Commissioning	Inadequate financial planning and control in Education, Adults Social Care, HTR & Regeneration.
PSC2		SIP.HR.V1	Professional Services & Commissioning	Non-compliance with Health and Safety legislation.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
PSC3		SBP 2014/17	Professional Services & Commissioning	The new service delivery model anticipates a greater degree of service self-sufficiency in handling routine financial and people management activity.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
PSC4		SBP 2014/17	Professional Services & Commissioning	Ongoing risk of further equal pay litigation as a consequence of pre-single status pay arrangements.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
PSC5		SBP 2014/17	Professional Services & Commissioning	Increased demand for legal support from clients, particularly Social Care
PSC6		SIP.L.V2	Professional Services & Commissioning	Failure to respond correctly to land charge enquiries.
PSC7		SIP.L.V2	Professional Services & Commissioning	Failure to deliver an effective legal service

Risk Reference	Date Identified	Source	Service Area	Risk Identified
RPC1		SIP.PPP.V 1	Regeneration, Property & Commissioning	Failure to ensure Health & Safety of public and workforce on Council premises

Risk Reference	Date Identified	Source	Service Area	Risk Identified
RPC2		SIP.PPP.V 1	Regeneration, Property & Commissioning	Liabilities arising from closed landfill site portfolio

Risk Reference	Date Identified	Source	Service Area	Risk Identified
RPC3		SIP.PPP.V 1	Regeneration, Property & Commissioning	Failure to deliver major new build property projects

Risk Reference	Date Identified	Source	Service Area	Risk Identified
RPC4		SIP.RD.V6	Regeneration, Property & Commissioning	Public perception of development management service
RPC5		SIP.RD.V6	Regeneration, Property & Commissioning	Failure to manage partnership relations.
RPC6		SBP 2014/17	Regeneration, Property & Commissioning	Failure to adopt the LDP

Risk Reference	Date Identified	Source	Service Area	Risk Identified
RPC7		SBP 2014/17	Regeneration, Property & Commissioning	Further savings targets
RPC8		SBP 2014/17	Regeneration, Property & Commissioning	The property disposals programme may not realise the expected returns on time.

Risk Reference	Date Identified	Source	Service Area	Risk Identified
SS1	13/01/2015	SMT	Schools Service	Non delivery of the Schools Transformation Programme

Risk Reference	Date Identified	Source	Service Area	Risk Identified
SS2	13/01/2015	SMT	Schools Service	Schools not setting a cumulative balanced budget

Risk Reference	Date Identified	Source	Service Area	Risk Identified
SS3	13/01/2015	SMT	Schools Service	Continued real term reduction in schools' purchasing power

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Budget will suffer an overspend.	H	H	High	Current year budget pressures are being reviewed to identify the budget pressure up to March 2014 and to identify areas where savings can be achieved to mitigate some of the pressures.	Joy Garfitt

	Inherent Risk				
Potential Consequence	P	I	Risk Rating	Current Controls	Risk Owner
Without this we will be unable to meet the financial saving requirements.	M	H	Medium		Joy Garfitt

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Inability to achieve the challenging improvement / cost reduction agenda	H	H	High	Re-designing service structure. Resource allocation. Project management methodology.	Joy Garfitt

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Ability to deliver quality cost effective services to the standard specified in the contract.	M	H	Medium	Contract monitoring techniques. Engagement with providers.	Joy Garfitt
Budget overspend.	L	H	Medium	Section 33 documents are signed and are up-to-date.	Joy Garfitt

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to deliver required performance and results, with adverse effect on end user services.	M	M	Medium	Regular planning and 1-2-1 meetings with stakeholders and Managers to ensure workload is managed and prioritised effectively	Mark Evans

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to deliver required performance and results, with adverse effect on end user services.	M	L	Low	Ensure awareness of actions within all service areas business plans relating to Business Services, and to review these requirements on a regular basis	Mark Evans

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to deliver required performance and results, with adverse effect on end user services and affect savings identified in the MTFP.	M	M	Medium	Regular communication and increased awareness to ensure engagement with services and members earlier, at concept stage.	Mark Evans
Business Services becomes reactive and slows pace of change.	M	M	Medium	Quarterly reviews with service areas to ensure effective service delivery and forward planning.	Mark Evans

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
A range of civil and criminal enforcement measures against non-compliance.	L	H	Medium	Formal project team established to ensure systems, processes and procedures are implemented to comply with the new legislation within the required timescales.	Mark Evans

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Council fails to meet its statutory obligations.	M	M	Medium	Welfare Reform Stakeholder Group	Mark Evans

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Significant fines and penalties imposed for late submissions.	L	H	Medium	Electronic automation in conjunction with the payroll run with robust validation and reconciliation.	Mark Evans

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to realise benefits within required timescales which will have a potential impact on budget savings and operational effectiveness	M	M	Medium	Regular communication with relevant support services including attendance at Service Area Management Team meetings to ensure appropriate forward planning and jointly agreed prioritisation	Mark Evans

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Incorrect valuation of Pension Fund giving inaccurate picture of Council's financial situation.	H	H	High	Highly regulated	Jane Thomas

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Inability to effectively manage Powys County Council's reputation	M	H	Medium	Deploy resources reactively to address reputation threat eg hostile media campaign, political change, unscheduled mass crowd events.	Anya Richards

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
These events put pressure on the team's capacity as they seek to catch up on scheduled work that must be delayed to accommodate changing priorities in a fast moving environment.	M	H	Medium	Regular and horizon scanning to predict and plan for unscheduled events. Communication with stakeholders to explain pressures and any associated delays.	Anya Richards

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Inability to effectively manage Powys County Council's reputation. Inability to effectively manage major events and high profile public meetings.	H	H	High	Work with services to identify capacity shortages and escalate in a timely fashion.	Anya Richards

	Inherent Risk				
Potential Consequence	P	I	Risk Rating	Current Controls	Risk Owner
Lower levels of overall customer satisfaction (as there is a correlation between satisfaction levels and civic newspapers).	M	H	Medium	Enhance digital communication provision.	Anya Richards

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Insufficient communications and consultation management.	H	H	High	Work with services to forward plan their communications into a News grid.	Anya Richards

	Inherent Risk				
Potential Consequence	P	I	Risk Rating	Current Controls	Risk Owner
Council acts ultra vires	L	M	Low		Clive Pinney

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Information Commissioners Intervention. Financial Penalties	H	H	High	Information Governance Plan - verbal update provided to Audit Committee by Director of Social Services 12/10/12	All Service Heads supported by Information Governance Team

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Reputational loss, financial loss	H	H	High	<ul style="list-style-type: none"> • Mandatory checking of all outgoing correspondence; • Mandatory DPA and IT & Information Security training for all staff; • Information Security Awareness presentations delivered by Information Security Officer; • Authority wide Data Protection training; 	Pauline Higham

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Increase on demands of staff within Children's Services	H	H	High	Awaiting service offer from the support services before mitigating controls can be put in place	Pauline Higham
The inability to provide statutory services	M	H	Medium	Services redesign undertaken in order to support savings and continue to provide statutory services	Pauline Higham

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Budget will suffer an overspend	M	H	Medium	As a SMT we continue to actively monitor the activity around our looked after children, and also the associated budgets. Early intervention and prevention, integrated / multi-agency working	Pauline Higham

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Loss of funding leading to inability to provide the service.	H	H	High	Pro-active in looking for opportunities to obtain further grant funding. Liaison with WG bodies to be aware of funding opportunities. Exit options explored.	Pauline Higham

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Full lack of confidence in the ability of the service	H	H	High	Continued delivery of high quality interventions supported by robust quality assurance systems and commitment to the work of the CYSUR (Regional Safeguarding Board) and Powys local arrangements (Operational Safeguarding Group). This will also link to CS14/17-	Pauline Higham

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Inability to provide the service which will impact upon prevention and wil create a higher LAC population and effectively greater long-term cost	H	H	High	Budget management. SIP objectives. Performance Indicators. Objective in Business Plan.	Pauline Higham

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
<p>The Council incurs significant overspend.</p> <p>Projected budget will suffer an overspend.</p> <p>Penalties and fines may be imposed</p> <p>Council reputation damaged</p>	H	H	High	Medium Term Financial Plan	All Service Heads supported by Financial Services

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Council unable to effectively deliver services	H	H	High	Workforce Planning	All Service Heads supported by HR

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to effectively deliver services	H	H	High		All Service Heads supported by Partnership Support Programme

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to deliver on the Powys One Plan	M	M	Medium		Programme Board and Programme Team
Inadequate contracts and contract management exposing the authority.	M	M	Medium		All Service Heads supported by central Procurement

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to deliver services in the event of an emergency.	L	L	Low	<p>Officer appointed permanently to post of Business Continuity & Risk Management Officer.</p> <p>Education and training programme delivered to services.</p> <p>Services supported to produce their own Business Continuity Plans.</p>	All Service Heads

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Regulations not met Financial Penalties Corporate Manslaughter					All Service Heads supported by Policy and Regeneration
Failure to provide service to a satisfactory standard.				New Absence Management Policy	All Service Heads supported by HR

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
1) Loss of resources when carrying out investigation. 2) Risk of reputation arising from inadequate delivery of process					All Service Heads supported by HR
Theft and abuse of Council property					All Service Heads supported by ?

	Inherent Risk				
Potential Consequence	P	I	Risk Rating	Current Controls	Risk Owner
Issues are not addressed	H	H	High		All Services supported by Programme Office

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Council fails to meet its statutory obligations.	H	H	High		All Service Heads supported by

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Rent collection rates drop resulting in a loss of income for the HRA.	H	M	Medium		Simon Inkson

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Council fails to meet its statutory obligations.	L	H	Medium	Invested in training staff. Stock condition surveys carried out and an asbestos register held.	Simon Inkson
Council fails to meet its statutory obligations.	H	H	High	Service redesign to ensure we have the capacity to deal with future demand	Simon Inkson

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Problems with IT systems could lead to failure to deliver services.	H	H	High	Project Board (QL Project) with input from project team - IS, Provider, Housing service	Simon Inkson

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to comply with H&S regulations could result in action against the Coouncil and damage to the Council's reputationn	H	H	High	Project Team established to identify areas of risk in communal areas and introduce plans to mitigate these	Simon Inkson

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
That the additional capital available to the HRA to reconfigure existing properties and or develop new accommodation is not used (a) to meet the greatest needs (b) efficiently	H	H	High	Project Board established to identify most effective way forward	Simon Inkson
Will be in breach of the Housing Act 2014	M	H	Medium	Project in place to ensure that all properties achieve the WHQS standard.	Simon Inkson

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Large areas of Powys without meaningful transport services	H	M	Medium		Nigel Brinn
Risk of prosecution and duty of care and injury to the public and staff.	H	H	High	Introduction of robust site supervision and monitoring processes internally and externally with contractors.	Nigel Brinn

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Incurring financial penalties. Reputational Damage.	M	H	Medium	Procurement of new refuse and recycling vehicle fleet in 2013/14 and review and development of new collection routes in 2014/15	Nigel Brinn

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Infrastructure failure. Road closures. Disruption to property.	L	H	Medium	Regular monitoring of the network.	Nigel Brinn
Loss of Operators Licence. Prosecution by VOSA.	M	H	Medium	Review undertaken. Northgate undertaking 3 year transformation / savings project. Fleet Manager in place	Nigel Brinn

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Budget overspend.	H	H	High		Nigel Brinn
Loss of income from external clients. Reputational damage from projects. Financial impact - budgets not met	M	M	Medium	Implementation of programme/project management principles to deliver project on time and to budget	Nigel Brinn

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to manage effectively winter maintenance or severe weather accidents	H	M	Medium	Winter maintenance and adverse weather plans in place. Emergency crews on regular standby . Rota arrangements for Emergency Response in place.	Nigel Brinn
Failure to maintain key ICT services in the event of a major incident.	L	H	Medium	Business Continuity Plan being drafted.	Allen Hart

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Reduction in channel shift	L	M	Low	Superfast broadband being introduced and promote use of Library 'free' PC use	Allen Hart
Reduced take up of leisure activities and reduction on income.	H	H	High	Marketing efforts continue during recession, and also increased income targets.	Neil Mathews

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Reduced income leading to service cuts	H	H	High	Review of service delivery, service restructures and delayering, and development of alternative models to reduce cost whilst maintaining services where no alternatives exist.	Neil Mathews Stuart Mackintosh

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Fines and penalties imposed. Reputation Accidents	H	H	High	Ensure all significant dilapidations and remedials are recorded and appropriately managed through the procurement process and role of Corporate Landlord clearly defined. Potential tension between the need for maintenance funds and also service delivery funds	Neil Mathews Stuart Mackintosh

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to meet savings target.	H	H	High	Monitor and undertake briefing as appropriate with Portfolio Holders	Stuart Mackintosh / Neil Mathews
Budget deficits.	M	M	Medium	Routine monitoring and meetings with Finance team. Continued monitoring through MTM, and in-service team meetings	Stuart Mackintosh / Neil Mathews

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
	H	H	High	Once direction has been set by Cabinet, to pursue staff and stakeholder consultations, community engagement events and to set out availability of any medium-long term support. Ensure limitations to devolved management or ownership are understood.	Stuart Mackintosh

	Inherent Risk				
Potential Consequence	P	I	Risk Rating	Current Controls	Risk Owner
	H	M	Medium	Currently in process of developing mitigating actions and strategy	Stuart Mackintosh

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Health and safety breach, injury to volunteers	H	H	High	<p>Management controls in place - professional staff overseeing work and managing contract with Landlord.</p> <p>Annual Risk Assessments completed by Countryside Access Volunteer Co-ordinator.</p> <p>Site specific tasks are risk assessed beforehand (on a</p>	Stuart Mackintosh

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Unable to meet efficiency savings for 2015/16.	H	H	High		Dominique Jones
	M	H	Medium		Dominique Jones

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Council will incur expenditure over and above its resources.	H	H	High		Jane Thomas
Risk of prosecution and duty of care to the public and staff					Jason Lewis

	Inherent Risk				
Potential Consequence	P	I	Risk Rating	Current Controls	Risk Owner
The risk of litigation as a result of poor people management may increase in the short to medium term as a consequence of this approach.	H	M	Medium		Jason Lewis

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Settlement with current claimants will raise the profile of equal pay opportunities.	H	H	High		Jason Lewis

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Unable to meet the demands of the services.	H	H	High		Jason Lewis
Compensation claims	M	M	Medium		Jason Lewis
Councils fails to comply with legal duties.	L	M	Medium		Jason Lewis

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
<ul style="list-style-type: none"> • People could be seriously or fatally injured; • Exposure to litigation. 	M	H	Medium	Public liability insurance. Procurement - external contractors risk statements - monitoring	Susan Bolter

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Significant pollution incident resulting in prosecution.	L	H	Medium	We have a specialist Contaminated Land Officer who has sought legal advice and determined that this is the land owner's responsibility, and that Natural Resources Wales have responsibility for dealing with the pollution.	Susan Bolter

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Costs incurred to rectify partially unsuitable buildings. Poor educational outcomes for children.	M	M	Medium	Re-organised staff group to manage design and build, with building company carrying out the work to design and build, with risks appropriately owned between PCC and contractor.	Susan Bolter

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Could impact on the Council both reputationally and financially.	L	L	Low	Temporary staff	Susan Bolter
Unable to manage expectations, performance, capacity.	L	M	Low		Susan Bolter
Reputational damage, financial implications.	M	M	Medium		Susan Bolter

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Failure to deliver statutory services, possible legal implications, failure to meet corporate objectives	L	H	Medium		Susan Bolter
Other developments which depend upon them cannot be supported.	M	H	Medium		Susan Bolter

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Unaffordable and unsustainable education infrastructure which is not contributing to the Authority's efficiency agenda, and leading to poor educational outcomes	M	H	Medium	Growth to develop capacity of team. ODP Programme defined.	Ian Roberts

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
Class sizes increase, regulator intervention, Council reserves impacted	H	C	High	Schools review whether they have a deficit and put recovery plan in place.	Ian Roberts

Potential Consequence	Inherent Risk			Current Controls	Risk Owner
	P	I	Risk Rating		
<ul style="list-style-type: none"> · Failure to deliver curriculum with appropriately qualified staff; · Risk of regulator criticism; · Inability to retain and recruit headteachers. 	VH	H	High		Ian Roberts

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Darren Mayor	Re-ablement service implemented. Consulting on raising eligibility. Developing an affordable care policy. New model of social care developed.	H	H	High

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Darren Mavor	Ensure appropriate information is available to inform Member's decision making.	M	H	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Darren Mayor	We will complete a matrix identifying resource requirements against timescales for all activities identified within the plan to clearly identify any capacity issues. Capacity of individuals will be highlighted through supervision and agreed governance arrangements will be established. All projects will be allocated a named project manager who will be responsible for managing their implementation. The new structure will better align resources.	M	H	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Darren Mayor	The provider forum will be an opportunity to engage with local service providers and to consult on potential service proposals. Regular contract management will engage providers in the process.	M	H	Medium
Cllr Darren Mayor	Ownership of our joint project is owned and understood by all respective partners.	L	H	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard		M	M	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard	Ensure good communication and awareness of actions within all service area business plans relating to Business Services, and to review these requirements on a regular basis. Service offers / SLAs are currently being developed in conjunction with the customer (service areas) to ensure expectation and clarity is achieved between the service provider and the customer.			

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard				
Cllr Phil Pritchard				

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Dai Davies	Governance arrangements currently being developed.			

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
CLlr Dai Davies	To have resilience and a business continuity plan in existence and to adapt and be flexible to changes in legislation and timescales.			

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Phil Pritchard				

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Phil Pritchard				

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
CLlr Dai Davies	To monitor the effect on councils financial resources			

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Phil Pritchard				

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Phil Pritchard	Regular and horizon scanning to predict and plan for unscheduled events. Communication with stakeholders to explain pressures and any associated delays.			

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Phil Pritchard	Set up a virtual events team.			

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard	Look at ways to provide alternative digital communication provision.			

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Phil Pritchard				

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Phil Pritchard				

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Garry Banks	Ensure we comply with corporate training requirements and quality assure our processes			

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Arwel Jones	<ul style="list-style-type: none"> • Client database available to Health colleagues; • Refresh training; • Information security a standard agenda item. 	H	H	High

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Arwel Jones				Medium
Cllr Arwel Jones				Medium

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Arwel Jones		M	H	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Arwel Jones	We will continue to work towards maximising all funding streams available to the service and where budget cuts need to be made and EiA will be undertaken and the risks managed appropriately.	H	H	High

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Arwel Jones	Safeguarding training for Members	H	H	High

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Arwel Jones	Identifying and responding to need to be able to invest in order to prevent escalation of need.	M	H	Medium

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Dai Davies				

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Phil Pritchard				

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Barry Thomas				

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Barry Thomas				
Cllr Graham Brown				

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr John Powell	Continual engagement with BCM Champions via quarterly Business Continuity Group. Services to continue to develop and test their Business Continuity Plans.	L	L	Low

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Avril York				
Cllr Phil Pritchard				

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard				

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
	Track emerging legislation and respond to consultation and Bills raising implication with Portfolio Holders and Cabinet as required			Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Graham Brown	Service redesign and structure delayering to create service able to meet the challenge. Explore with Resources team and Income & Awards about working with Credit Unions in order to mitigate the potential loss of income. Introduce introductory tenancies to obtain speedier re-possession of properties.	M	M	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Graham Brown				
Cllr Graham Brown	Manage housing stock, homelessness prevention, homelessness service, extensive staff training programme.	M	H	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Graham Brown	Include under management of change the training requirements and hand over to new system	H	H	High

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Graham Brown	Development of operating procedures for Housing Surveyors and Housing Management & Options Officers to identify and take appropriate action to mitigate risk. Ensure appropriate management systems in place to monitor performance and works programmes reflect need for expenditure, where identified.	H	H	High

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Graham Brown	Development of scheme approval criteria for use of capital resources . Use of housing associations as development partners to utilise their development expertise			
Cllr Graham Brown		L	H	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Wynne Jones	Explore opportunities to increase community sector transport provision, using funding available through Regional Transport Consortium			Medium
Cllr Wynne Jones	Safe working practices and methods of working.			Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Wynne Jones	Re-tender Household Waste & Recycling Centres and review Trade Waste service.			Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Wynne Jones	Capital investment (utilising reserves and prudential borrowing) in highway network. Prioritisation of budget on most significant roads and structures.			Low
Cllr Wynne Jones				

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Wynne Jones	Management through effective service re-design.			Low
Cllr Wynne Jones				Low

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Wynne Jones				
Cllr Phil Pritchard	Disaster Recovery Plan being produced.			

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard	Ongoing roll out of fibre.			Medium
Cllr Graham Brown				High

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Graham Brown				Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr John Powell				Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Graham Brown		H	H	High
Cllr Graham Brown		M	M	Medium

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Graham Brown				Medium

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr Graham Brown				

		Residual Risk		
Portfolio Holder	Proposed Further Actions / Controls	P	I	Risk Rating
Cllr John Powell		M	M	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard	SP&PIF work-stream identifies process efficiencies as key deliverable. Part of ODP plan			Medium
Cllr Phil Pritchard	Clarity of service function and improved communication and engagement			Low

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Dai Davies	To monitor expenditure and costs, and to work with services to encourage a higher level of financial awareness in expertise amongst managers.			
Cllr Phil Pritchard				

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard	The introduction of a contract between the client service and Professional Services that clearly sets out the expected levels of service so that there is no ambiguity over accountability. The development of policy and guidance that is clear and concise and the provision of coaching support in order to support the development of managerial capacity and capability			Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard	The introduction of single status using an evaluation scheme compliant with the Equality Act has limited any future equal pay risk. Claimants have a maximum of six years to lodge a claim with the tribunal. The risk will continue for a further five years. The financial risk has been assessed and adequate budgetary provision has been made to any future claims.			Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Phil Pritchard	Develop contingency through partnership and / or consortia participation			Medium
Cllr Phil Pritchard				
Cllr Phil Pritchard				

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Garry Banks	Introduction of robust site supervision and monitoring processes internally and externally with contractors. The probability could potentially decrease if further resources were added to this area.	M	H	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr John Powell	Restructuring of functions so that closed landfill are managed within the Public Protection Service (particularly) contaminated land division to improve capacity and capability to resolve pollution issues			Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Garry Banks	Continue to embed implementation of programme/project management principles to deliver project on time and to budget			Low

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Avril York	To undertake a review of aspects of the service to ensure public confidence in process and decision making			
Cllr Avril York	Provide regular, clear communication			
Cllr Avril York	Recruiting temporary staff. Delaying staff re-organisation until the new plan is on deposit in June 2014.			Low

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Avril York	Ensure that realistic plans are developed to achieve the savings and that the progress is closely monitored at all levels going forwards. Generate income.			Medium
Cllr Garry Banks	Regularly revise progress on list of disposal sites/ buildings and feed this in through the corporate Cost Improvement Group as well as the property projects.			Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Arwel Jones	<ul style="list-style-type: none"> · New structure in place; · Succession planning; · Capacity and expertise. 	L	H	Medium

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Arwel Jones	<ul style="list-style-type: none"> · Schools identify minimum staffing levels; · Review non-statutory funding; · Review class sizes; · Quantify impact of budget cuts on all schools. 			

Portfolio Holder	Proposed Further Actions / Controls	Residual Risk		
		P	I	Risk Rating
Cllr Arwel Jones	<p>HR and System Leader support to provide advice and guidance on revised staffing structures.</p> <p>Revised School Transformation Policy to be implemented pending Cabinet decision.</p> <p>Commissioning of Secondary and Post 16 Infrastructure review to PWC.</p>			

Notes

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Moderated 28/08/14

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Moderated with Service Manager 8th October 2014

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Moderated with Service Manager 8th October 2014

Notes

Notes
<p>This risk is repeated in 5 S.I.P's</p> <p>The extent of data protection breaches and subsequent implications following the roll out of training to all staff needs to be established from the Information Governance</p>

Notes

Notes
Moderated 07/10/14
Moderated 07/10/14

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Moderated 07/10/14

Moderated 07/10/14

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Moderated 07/10/14

Moderated 07/10/14

Notes
SMT acknowledges that the level of risk cannot be reduced and the Council must accept this level of risk, although controls are in place.

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Notes
Moderated 07/10/14 Impact changed from Catastrophic to High 28/10/14

Notes

Notes
<p>This risk was included by both the programme Office and I.T in their Service Improvement Plans. Evidence as to why it has been included and the implications need to be verified and assessed.</p>

Notes

Notes
Not on S.I.P. Need to establish risk given the significance of failure.
Consider revising the risk rating based on recent events.

Notes
Level of risk reduced from Medium to Low.

Notes
Not on S.I.P no risk rating. Consideration should be given to awarding a rating of High
Not on S.I.P no risk rating - needs to be discussed.

Notes
Not on S.I.P no risk rating - needs to be discussed
Not on S.I.P no risk rating Suggested risk rating High and Medium resulting in Medium

Notes

Notes
Identified and recorded in SIP by Operations. Implications for whole authority. Also in 2014-17 SIP.

Notes
See also 1309-F-2

See also 1309-F-2

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Notes
Target completion date of project 2018.

Notes
Moderated with Iwan Prys Jones 01/10/2014
Moderated with Iwan Prys Jones 01/10/2014

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Moderated with Iwan Prys Jones 01/10/2014

Moderated with Iwan
Prys Jones
01/10/2014

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Moderated with Iwan Prys Jones 01/10/2014
Moderated with Iwan Prys Jones 01/10/2014

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Moderated with Iwan Prys Jones 01/10/2014
Moderated with Allen Hart 25/09/2014

Notes
Moderated with Allen Hart 25/09/2014
Income responsibility will cease with commencement of commissioning model (Spring 2015).

Notes

Notes
Concerns regarding legionella testing and statutory testing programme are not responsive enough.

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No risk rating

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Updated by SMT 13th Jan 2015

Updated by SMT 13th
Jan 2015

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Updated by SMT 13th Jan 2015

Updated by SMT 13th
Jan 2015

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Updated by SMT 13th Jan 2015

Updated by SMT 13th
Jan 2015