

Cabinet

Meeting Venue

By Teams

Meeting date

Tuesday, 25 May 2021

Meeting time

10.30 am

For further information please contact

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County Hall
Llandrindod Wells
Powys
LD1 5LG

19 May 2021

Mae croeso i chi siarad yn Gymraeg neu yn Saesneg yn y cyfarfod.

Rhowch wybod pa iaith rydych am ei defnyddio erbyn hanner dydd, ddau ddiwrnod gwaith cyn y cyfarfod.

You are welcome to speak Welsh or English in the meeting.

Please inform us of which language you wish to use by noon, two working days before the meeting.

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	DECLARATIONS OF INTEREST
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To receive any declarations of interest from Members relating to items to be considered on the agenda.

3.	QUARTER 4 / END OF YEAR PERFORMANCE REPORT
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To consider a report by County Councillor Graham Breeze, Portfolio Holder for Corporate Governance, Engagement and Regulatory Services.

This is the link to the Sway report

<https://sway.office.com/jlPbuluzxBh5B7kp?ref=Link>

4.	STRATEGIC RISK REGISTER REPORT QUARTER 4 2020/2021
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance and Transportation.

(Pages 3 - 48)

5.	TREASURY MANAGEMENT QUARTER 4 REPORT
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance and Transportation.

(Pages 49 - 64)

6.	FORWARD WORK PROGRAMME
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To consider the Cabinet forward work programme.

(Pages 65 - 66)

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
Tuesday, 25th May 2021

REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

REPORT TITLE: Strategic Risk Register Report Quarter 4 2020/2021

REPORT FOR: Decision

1. Purpose

- 1.1 The purpose of this report is to set out the Council's latest position on managing its key risks, contained in the Strategic Risk Register (SRR). It also outlines the arrangements put in place by the Council for managing the key risks relating to the COVID-19 pandemic.

2. Background

- 2.1 Our Strategic Risk Register is key to safeguarding the organisation and building resilience into our services. At a time when the Council has faced and is still facing unprecedented challenges, the effective management of risk is needed more than ever. A risk-managed approach to decision making will help us to achieve the well-being objectives in Vision 2025, deliver services more efficiently and using innovative and cost-effective means, and help the Council manage its COVID-19 response and recovery.

3. Advice

- 3.1 To ensure a risk managed approach to decision making and good governance of the Council, it is proposed that Cabinet:
- Review progress to mitigate strategic risks
 - Review progress to mitigate COVID-19 risks

Review of progress to mitigate Strategic Risks

- 3.2 As at the end of quarter 4 2020-2021, there are 12 risks on the strategic risk register and all strategic risk owners have provided a short summary of progress since last quarter, to give assurance that mitigating actions are being actioned and monitored.
- 3.3 Please see appendix A for full details of the 12 strategic risks including the mitigating actions identified to control them and progress reviews.

- 3.4 Please see appendix B to view a heat map which presents the results of the quarter 4 risk assessment process visually. It highlights (for the residual risks) that one out of the twelve risks are placed within the 'moderate' impact category with a probability of almost certain, one is placed within the 'major' impact category with a probability of likely and one is placed within the 'catastrophic' category with a probability of possible.

Escalation of risks and amendments to the Strategic Risk Register

- 3.5 Adults and Children's Services would like to place the following risk on the strategic risk register with an inherent and residual probability of 'almost certain' and impact of 'major':

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
- The safeguarding of children and adults in Powys will be compromised
- There will be significant delays in securing time critical packages of care
- Our ability to manage transfers of people from hospital to the community will be compromised
- We will not be able to respond effectively to out of hours emergencies
- There will be delays in making decision and taking action to keep children safe
- Staff morale will be affected further, leading to increased sickness absence and staff leaving

Despite a hardware upgrade on 14th March, WCCIS remains unreliable. This has been an ongoing situation pre and during the COVID-19 pandemic. When WCCIS is unavailable and unreliable we are unable to perform our statutory functions in a timely manner. This has implications for the wellbeing and in some cases, the safety of our residents. The morale of our staff has become seriously affected as a result of the above, with many questioning why we continue to invest in a system that does not support them to do their job.

- 3.6 During quarter 4 2020/2021 Housing Services have amalgamated the risk HO0018 'Compliance in Powys County Council Housing Stock' with risk HO0024 'Failing to meet all applicable statutory requirements providing for the health and safety of the occupants in the home'. As such HO0018 has been closed and replaced with HO0024 on the strategic risk register with a residual (ie current) risk profile of Medium (score of 6).

The Compliance One Hundred project has responsibility for driving forward all elements of compliance across Housing Services, with a focus on health, safety and well-being with regard to the use of properties as homes. The revision to the risk better reflects this evolution of our compliance work.

- 3.7 Also Education has replaced ED0023 'The council fails to make the necessary improvements in response to Estyn recommendations' with COVID0058 'Post Inspection Action Plan (PIAP) for Estyn' in an effort to streamline the services risks, reducing duplication and thus enabling them to have oversight of all significant risks in one place. This approach has been agreed by the Portfolio Holder and Corporate Director however readers should be mindful that this risk uses the matrix developed specifically for assessing COVID-19 related risks (see point 3.8 below).

COVID-19 risk register

- 3.8 In order to effectively identify and manage risks relating specifically to the COVID-19 pandemic, a separate risk register was created to provide clarity and oversight for Gold and Silver Command. These risks are reviewed and monitored regularly and have been separated into response and recovery risks, using a matrix developed specifically for assessing COVID-19 related risks.
- 3.9 Currently there are 26 risks recorded on the COVID-19 risk register, a drop of 22 since last quarter. 1 of the 26 risks is placed within the 'major' impact category with a probability of likely, 1 is placed in the catastrophic with a probability of likely and 1 placed within the 'catastrophic' impact category with a probability of possible. The register is still monitored by Gold and Silver Command on a weekly basis. Please see appendix C for full details of the 26 risks, and progress against the mitigating actions identified to control them.

4. Resource Implications

- 4.1 There are no direct resource implications in relation to this report however all risk owners need to consider the resource implications of managing the risk and decide if the best course of action is to tolerate or treat.
- 4.2 The Strategic Risk Register outlines the key risks to the Council's activities, as well as risk to delivery of objectives contained within the Corporate Improvement Plan. There are no direct financial implications from the report although these may arise as new risks are identified on an on-going basis.

The Head of Finance (Section 151 Officer) notes the comment above, financial implications are identified through the relevant service and are considered through the financial management processes in line with the authorities' financial regulations.

5. Legal implications

- 5.1 Legal: The recommendation can be supported from a legal point of view.

5.2 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report".

6. Data Protection

6.1 N/A

7. Comment from local member(s)

7.1 N/A

8. Integrated Impact Assessment

8.1 N/A. The Service Risk Register is not setting out any changes or proposals to service delivery.

9. Recommendation

It is recommended that Cabinet notes the current Strategic Risk and COVID-19 Risk Registers and is satisfied with progress against mitigating actions for quarter 4.

The recommendation above will ensure:

- **Appropriate understanding and management of strategic risks which could prevent us from achieving our objectives**
- **A risk managed approach to decision making and good governance of the Council**
- **The risk related to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic is monitored and reviewed regularly.**

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Head of Service: Jane Thomas, Head of Finance

Corporate Director: Dr. Caroline Turner, Chief Executive officer.

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
COVID0058 Lynette Lovell Escalated From :- COVID-19 Page 7	Post Inspection Action Plan (PIAP) for Estyn - Coronavirus may impact on the ability of the service to maintain the level of progress against the PIAP. In particular Recommendation 1 of the PIAP - 'Improve standards in secondary schools and more able learners' as schools are currently closed. Also, Recommendation 4 (the School Transformation / re-organisation programme) could be affected by the Council's ability to conduct strategy consultations relating to Schools Organisation.	Progress against the PIAP may be affected due to the Covid-19 pandemic.	28/02/2021 4th Qtr 20/21 Review summary. Work to deliver the PIAP has continued alongside business critical support to schools, families and learners. Regarding R1: The Secondary School Improvement Strategy has been developed to deliver this recommendation. Regarding R2: This recommendation was completed during quarter 4, future improvements will be delivered via the ALN Strategy. Regarding R3: This recommendation is over 80% complete. Progress within quarter includes the implementation of the new staffing structure. Regarding R4: The Transforming Education in Powys programme is progressing at pace and to schedule. Regarding R5: Good progress continues to be made including recruitment of two new Cluster Business Managers in the Welshpool and Newtown clusters. 07/02/2021 Review Summary: This risk was reviewed on 09.02.21 and is up to date 31/01/2021 Review Summary: This risk was reviewed on 3/2/2021 and is up to date. 24/01/2021 03/01/2021 13/12/2020	Cllr Phyl Davies Lynette Lovell	12	6	<ul style="list-style-type: none"> Continue to deliver service improvement September Update Ongoing progress / service improvement as specified in the PIAP Control January 2021 	Action In Progress Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
Page 8			06/12/2020					
			29/11/2020					
			22/11/2020					
			15/11/2020					
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			19/07/2020					
			12/07/2020					
			05/07/2020					
			28/06/2020					
			07/06/2020					

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
CS0081 Jan Coles Escalated From :- Children's Services	BUDGET: If Children's Services are unable to manage within budget due to: - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding	Then this will 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	28/03/2021 4th Qtr 2020/21 Review Summary: Controls and Actions Reviewed 31/3/21 Children Services is 2 years into a long-term strategy to reduce our reliance on Agency Social Workers through our 'Grow Our Own' work. Grant funding for specific work is a feature of the way that Children Services is funded by WG and we work closely with WG to ensure we are able to maximise use of all grants made available and bid for additional grant funding. Children Services is also 2 years into a long-term strategy to rebalance the placement provision in County and reduce dependency on out of county providers. The pandemic has brought about uncertainty and an increase in demand which we are monitoring carefully. We are working with multi agency partners to ensure we are working together to support children and their families, guard against duplication of work and respond to need as early as possible, preventing escalation.	Cllr Rachel Powell Alison Bulman	12	9	<ul style="list-style-type: none"> • Ensure market within Powys is sufficient to meet demand • Make best use of Welsh Government COVID-19 Hardship Fund and other available resources • Work to reduce reliance on agency social workers • Ensure Continuing Care for Children and Young People protocol being applied correctly and consistently • Integrated budget planning • Develop early intervention and prevention services in order to mitigate demand on longer term services • Ability to meet the requirements of the MTFS / Retaining grant funding around posts within Children's Services • Work with service providers to limit impact of supreme court legal judgement 	Action In Progress Action In Progress Action In Progress Action In Progress Control In Place Control In Place 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
ED0022 Lynette Lovell Escalated From :- Education	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.	Some schools will have escalating deficits which will have a financial impact on the rest of the Council and the learners in their care.	11/04/2021 4th Qtr 20/21 Review Summary: 4th Quarter 2020-21. Review Summary: -The provision of additional grants to support Covid-19 related spend during February and March 2021 will improve the overall financial positions of schools at year end and will allow schools to fund additional support for learners as they return to school. -All schools received their updated funding packs for 2021-22 and beyond and are currently working on their budgets for the new financial year. Once these are approved by the Governing Body they will be submitted by 1st May. -Some schools continue to be in a significant deficit position and causing some concern, although the vast majority are working well with the authority to manage reductions in their deficit. The authority has had to suspend financial delegation at one school following a refusal to submit a recovery plan. -Small group training and support has been provided on finance to individual schools and any new business managers / bursars and work is continuing with the Business Manager / Bursar Working Group. Two new cluster business managers took up their posts in January and have been supported as they settle into their new roles. -The schools funding formula has been updated for the ALN funding changes agreed as part of the funding formula review in 2020. The Schools' Budget Forum has agreed the Terms of Reference for the 2021 Formula Review Group which will be reviewing the whole formula to better meet the needs of the post-transformation schools estate. The group's work will take place over the summer term. -The benchmarking tool has been	<i>Cllr Phyl Davies</i> Lynette Lovell	12	9	<ul style="list-style-type: none"> Implementation of R5 in the PIAP PIAP 	Action In Progress Control In Place

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>demonstrated to Headteachers and will be rolled out to schools early in the summer term.</p> <p>10/01/2021</p> <p>3rd Qtr 2020-2021. Review Summary: A rolling programme of the review of the school budget funding formula has continued through 2020 despite the pandemic, although the scale of the review was limited to the Additional Learning Needs (ALN) funding element as this was needed urgently. A full review of the whole formula will begin in 2021 with the aim of ensuring that the formula will be suitable for the post-transformation configuration of schools.</p> <p>All schools in a deficit or significant surplus position in May 2020 were asked to submit Recovery Plans or Spend plans by mid October 2020. These were reviewed by the Interim Chief Education Officer and Head of Finance for any follow up actions which were addressed where needed.</p> <p>The Schools finance team have worked with schools to identify the financial impact of their response to the Covid-19 pandemic, including ensuring that additional expenditure / lost income is accurately recorded and claimed and that any savings / delayed savings are identified and captured. Autumn Term finance surgeries were undertaken with all schools. All opportunities were taken to reinforce the importance of good financial housekeeping (e.g. accuracy of coding etc.) and to keep schools updated on the latest economic / financial issues.</p> <p>Training and support has been provided to individual schools and any new business managers. Governor Finance training was provided in November 2020 and support has been provided for the Business Manager recruitment processes.</p> <p>The ALN element of the funding formula has</p>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
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			<p>been reviewed by a working group of authority officers, head teachers and governor representatives with the aim of ensuring that the budget is more closely targeted to learners with ALN. The revised funding methodology has been agreed by Schools' Budget Forum and Cabinet and the impact assessment and transitional arrangements are being prepared.</p> <p>04/10/2020</p> <hr/> <p>Qtr 2 20/21. Review Summary: In Quarter 1 the new formula was in place for schools, and the change mainly affects the secondary schools in Powys. The authority's ability to evaluate the impact of the change has been hampered by the pandemic, but in the budget setting process the signs were encouraging and were pointing towards reducing the overall in-year deficits within the secondary sector. All schools budget submissions were reviewed by the interim Chief Education Officer and SSMT in conjunction with the Head of Finance. All schools in a deficit or significant surplus position were asked to submit Recovery Plans or Spend plans, supported by all appropriate documentation by 16th October. The Schools finance team have worked with schools to identify the financial impact of their response to the Covid-19 pandemic, including ensuring that additional expenditure / lost income is accurately recorded and claimed and that any savings / delayed savings are identified and captured. Autumn Term finance surgeries have begun, prioritising those schools with deficits / concerns around finances. All opportunities taken to reinforce importance of good financial housekeeping (e.g. accuracy of coding etc. and to keep schools updated on latest economic / financial issues.</p> <p>1-2-1 training and support has been</p>					

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			<p>provided to individual schools as required and additional support has been provided for any new business managers. Finance training was provided as part of the New Head Induction training. Support has been provided for Business Manager recruitment processes.</p> <p>The ALN element of the funding formula is currently being reviewed by a working group of authority officers, head teachers and governor representatives to ensure that the budget is more closely targeted to learners with ALN.</p> <p>28/06/2020</p> <hr/> <p>1st Qtr 20/21. Review Summary: All Schools have submitted budgets approved by their Governing Bodies. These are being reviewed by the Schools finance team and finance surgeries with Schools are continuing. The interim Chief Education Officer and SSMT in conjunction with the Head of Finance will consider a report setting out individual schools' budget plans and agree any actions required in relation to deficits or clawback. The Schools finance team are working with Schools to update budgets for the impact of the Covid-19 lockdown, both in terms of cost reductions due to closure of schools and delayed savings realisation as a result of the temporary withdrawal of the Management of Change process. Schools service and Schools finance team will continue to work with Schools to produce balanced budgets / deficit recovery plans, providing support, challenge and scrutiny as required.</p> <p>A limited review of part of the Schools' funding formula during 2020 is proposed to consider the ALN element. Ongoing work on school transformation needs to be delivered to provide long term sustainable school finances.</p>					

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<u>26/04/2020</u> <u>12/01/2020</u>					

Strategic Risk Register				Portfolio	Inherent	Residua	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 :- Financial Services	The Council is unable to deliver a financially sustainable budget over the short and medium term. The probability of this risk is heightened due to the impact of the Covid-19 pandemic and its impact on Welsh Government funding and subsequent settlements to the Council.	<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 requirements 	<p>11/04/2021</p> <p>4th Qtr 20/21 Review Summary: The Council has approved a Revenue budget and Capital Programme for 2021/22. The budget fully considers the pressures facing services through next year and includes a robust set of cost reductions for which Heads of Service have provided assurance they can deliver. The MTFS for the next 4 years still has significant budget gaps totalling £38 million over the next 4 years and our focus has to now turn quickly to review this and how we plan to address the shortfall. There is currently no indication of what future funding settlements could look like so the Council will continue to use scenario planning to look at worse and best case scenarios. Continued discussions through SWT with WG and WLGA will ensure that all parties are fully informed of any impact proposed settlements would have.</p> <p>10/01/2021</p> <p>3rd Qtr 2020-2021. Review Summary: The development of the budget has been completed by Cabinet following the receipt of the Provisional Settlement on the 22nd December providing the Council with an additional 4% in 'Aggregate External Finance' (AEF) funding for 2021/22. The additional settlement has helped bridge the remaining budget gap and Cabinet will propose a balanced budget for 2021/22. There is no indication of future funding levels, the Mid Term Financial Strategy (MTFS) has been updated to reflect the current economic climate and the 5 year Finance Resource Model (FRM) still shows significant budget gaps across the following 4 years based on a number of scenarios. The MTFS sets out the principles and approach that will be adopted to identify ways of bridging these gaps. The impact of the ongoing pandemic</p>	Cllr Aled Davies Jane Thomas	25	15	<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 • WG claims for Hardship and lost income continue and expect to remain in place til march 2021 • 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 • 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 	Action In Progress Action In Progress Action In Progress Action In Progress Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn

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			<p>has been considered in the plans and we await confirmation of WG funding to support this.</p> <p>11/10/2020</p> <hr/> <p>Qtr 2 20/21 Review Summary: Q2 outturn deficit reduced due to the WG support - services still improving on their forecasts to minimise the demand on reserves.</p> <p>Budgeting challenge through IBP process is ongoing with Services being asked to bridge the gaps they evidenced through the first Service Finance Resource Model (FRM) discussions - £19m to be addressed, which is not sustainable even with optimistic WG settlement scenarios</p> <p>05/07/2020</p> <hr/> <p>1st Qtr 20/21. Review Summary: The Outturn for 2019/20 reported an underspend against budget of £1.4 million, however there were significant variances against budget for some service areas, and delivery of costs reductions were not fully achieved. These budget gaps were resolved at budget setting for 2020/21. Although delayed, due to the pandemic, work is now underway to assess each service area and the activity within in it in preparation for budgeting for next financial year and over the longer term. We do not yet have any indication of the funding levels that can be expected from WG, but we will update our financial modelling within the MTFS for potential funding scenarios and the revised budget gaps this creates. Ongoing discussion through Welsh Treasurers with WLGA and WG is fundamental raising awareness of the impact of changes in funding on the service the Council is able to deliver.</p> <p>03/05/2020</p> <hr/>					

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			<u>05/01/2020</u> <u>29/09/2019</u> <u>07/04/2019</u>					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
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HO0024 Nina Davies Escalated From :- Housing	Failing to meet all applicable statutory requirements providing for the health and safety of the occupants in Powys County Council Housing Stock .	<ul style="list-style-type: none"> Increased risk of death & serious injury. Reputational risk. Failure to support well-being and peace of mind of residents and tenants 	18/04/2021 Qtr 4 20/21. Review summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board. Welsh Government have stated that significant progress has been made, meetings continue on a bi-monthly basis to ensure progress continues. Key focus remains with the Compliance One Hundred Team and staff contracts have been extended until December 2021.	<i>Cllr Iain McIntosh</i> Nina Davies	12	6	<ul style="list-style-type: none"> Continued delivery of Compliance One Hundred project to drive up compliance and quality assurance with clear focus on... Fire Safety; Asbestos Management; Fixed Electrical Installations; LOLER; Water Systems; Heating Systems. 	Action In Progress Action In Progress

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>Qtr 2 20-21 Review Summary: Control activities continue, such as Data Protection Impact Assessments, Data Processing Agreements etc. Information Security and personal data breach investigations continue to be managed and responded to. The Corporate Information Governance Group (CIGG) have considered and challenged elements of activity within the Council's Information Management Assurance and Governance plan (IMAG) to improve IG practices, taking into account work ongoing to support additional national Test, trace and Protect work. Subject Access request (SAR) backlog to be included within COVID recovery planning alongside other information request recovery activity 05/07/2020</p> <hr/> <p>1st Qtr 20/21 Review Summary: Consideration of measures required continue, based on new processes to be introduced, Data Protection Impact Assessments, new IT systems, new ways of working, new reasons to process personal data, outcome of breach investigations etc. The Corporate Information Governance Group agreed to revisit the Council's Information Management Assurance and Governance plan following COVID to consider whether processes, practices and risks may have changed. 29/03/2020</p> <hr/> <p>05/01/2020</p> <hr/> <p>13/10/2019</p> <hr/> <p>07/04/2019</p> <hr/> <p>31/03/2019</p> <hr/> <p>03/03/2019</p> <hr/>				<ul style="list-style-type: none"> - Implement revised WASPI Accord and templates - Revised centralised ISP register to link to information Asset and Record of Processing Activities (ROPA) - Create policy on services undertaking due diligence potential processors - Create log of data processors and agreements linking to information asset and ROPA 	<p>Withdrawn</p> <p>Withdrawn</p> <p>Withdrawn</p> <p>Withdrawn</p>

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ICT0029 Diane Reynolds Escalated From :- Digital Services	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 attack or Incident.	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: <ul style="list-style-type: none"> 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. 	<p>11/04/2021</p> <p>Qtr 4 20/21 Review Summary: Capital Budget is being used to fund advanced Threat Detection Software for Endpoints. Welsh Government Cyber Resilience Funding used to purchase Anti-Ransomware product to protect Sharepoint and on Site storage files 03/01/2021</p> <p>3rd Qtr 2020-2021 Review Summary: Control Actions to reduce risk reviewed, Capital Budget had been approved for next 5 years to invest in Cyber Security. 04/10/2020</p> <p>Qtr 2 20/21. Review Summary: Security Operation policy and Process formally documented, A Cyber Response procedure is in progress detailing Deter, Detect, Respond, and Recover procedures 28/06/2020</p> <p>1st Qtr 20/21. Review Summary: Control actions in place and work continues on continual improvements identified in the Security Work plan in progress. It remains possible that a cyber attack can happen despite the many controls and procedures in place to prevent this. 22/03/2020</p> <p>29/12/2019</p> <p>15/12/2019</p> <p>07/07/2019</p> <p>07/04/2019</p>	Cllr Graham Breeze Diane Reynolds	12	9	<ul style="list-style-type: none"> Major Incident response processes End Point AntiVirus in place detecting known threats Disaster Recovery Procedures Capital investment in Security Operations Management Tools Additional Staff Awareness Security Operations Procedures Policy Capital Investment SBAR Reporting Cloud Security controls in place to detect and prevent malicious content in Office365 Device Encryprion Annual Penetration testing Cyber Security Improvement Plan Cyber Security Certification Staff Training 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action Completed Action Completed Action Completed 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
PCC0002 Nigel Brinn	The impact on the Council as a result of Brexit.	<ul style="list-style-type: none"> - Increased service demand; - Relocation from the EU to Powys of families - estimated at 500; - Fuel shortages; - Loss of access to external (EU) funding programmes; - Reduced income to Powys County Council; - External market factors; - GDPR compliance; - Potential financial crash; - Unable to recruit/retain staff (EU Nationals); - Employee workload; - Delays/disruption to food and/or essential supplies. 	<p>11/04/2021</p> <p>Qtr 4 20/21 Review Summary: Work continues on assessment of how this will impact PCC and local businesses. This will be ongoing as new legislation comes through from Welsh Government. Further funding has been agreed from WG for Brexit Co-ordinator role and the best use of this funding will be agreed with HOS.</p> <p>10/01/2021</p> <p>3rd Qtr 2020-2021. Review Summary: The Brexit transition is now complete and a deal has been agreed. Work continues on assessment of how this will impact PCC and local businesses. This will be ongoing as new legislation comes through from Welsh Government.</p> <p>04/10/2020</p> <p>Review Summary: No change to risk rating. The Strategic Brexit Risk Register and associated contingency plans are still in place. Powys County Council continue to work with our partner agencies, Welsh Local Government Association, and Welsh Government to ensure that we are aware of, and acting to the latest advice and guidance.</p> <p>28/06/2020</p> <p>1st Qtr 20/21. Review Summary: Due to the impact of the COVID-19 outbreak UK Government preparations for Brexit have advanced at a slower pace. There is currently a lack of clarity over what, if any, trade deal might emerge from negotiations, as well as the measures the UK Government will take to mitigate disruption. This combined with the wider impact and current unknowns associated with COVID-19 has seen both the inherent and residual rating of this risk increase. The Strategic Brexit Risk</p>	<p>Cllr Rosemaire Harris Nigel Brinn</p>	16	12	<ul style="list-style-type: none"> • Close monitoring • Continue to monitor economic indicators • Ongoing dialogue with external advisers • Cabinet briefed • Advice from pension advisers • Continue to work with WEFO • Brexit Continuity Plan • Brexit Risk Register 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress 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
			<p>Register and associated contingency plans are still in place. Powys County Council continue to work with our partner agencies, Welsh Local Government Association, and Welsh Government to ensure that we are aware of, and acting to the latest advice and guidance.</p> <p><u>12/04/2020</u></p> <p><u>12/01/2020</u></p> <p><u>06/10/2019</u></p> <p><u>07/07/2019</u></p> <p><u>07/04/2019</u></p> <p><u>31/03/2019</u></p> <p><u>03/03/2019</u></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
PCC0003 Caroline Turner	The council receives a negative regulatory / inspection report	<ul style="list-style-type: none"> - 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 	<p>11/04/2021</p> <p>Qtr 4 2020/21. Review Summary: Social Services are no longer subject to enhanced monitoring by CIW. Estyn will undertake a further visit in November 2021 and in the meantime their Local Authority Inspectors will continue to have frequent meetings with Service Leaders and others.</p> <p>10/01/2021</p> <p>Qtr 3 2020/21. Review Summary. At the Improvement Conference in October 2020, CIW confirmed they were happy with the progress of Social Services and that they no longer needed enhanced monitoring. Estyn undertook an improvement conference and concluded that: During the conference, the local authority demonstrated that it has begun to make sound progress since the inspection. It is showing a clear commitment to addressing the issues that were raised as well as evaluating its progress against its plans. Importantly, it is building leadership capacity which has the potential to secure sustainable improvements. Overall, the local authority has identified sufficient resources to implement its plans as well as considering the barriers to progress and associated risks appropriately.</p> <p>Audit Wales conducted audits of Workforce Planning, the Vision 2025 Transformation Programme, and Environmental Health all of which were positive.</p> <p>04/10/2020</p> <p>Qtr 2 20/21. Review Summary: Care Inspectorate Wales (CIW) Monitoring Visit held week 14th September 2020, but outcome letter has not yet been received. This risk will be reviewed following the CIW Improvement Conference on the 9th October, and the Estyn Improvement</p>	<p>Cllr Rosemaire Harris</p> <p>Caroline Turner</p>	16	12	<ul style="list-style-type: none"> • Improvement and assurance board • Improvement plans • Communications strategy (internal/external) • close working relationships with regulators • corporate support provided to services • close working relationship with WG 	<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	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>Conference on the 18th-19th November. 28/06/2020</p> <hr/> <p>1st Qtr 20/21 Review Summary: Publication of the Sean Harriss report has been delayed due to Covid, but we expect WG to publish during the Summer of 2020. Powys County Council is currently establishing new improvements and assurance arrangements in place, as part of the transitional arrangements, in anticipation of WG bringing the current Improvement and Assurance Board to an end later this year.</p> <p>We are awaiting the outcome of the recent joint inspection of Mental Health Services by HIW and CIW. Regular meetings continue to be held with Estyn and CIW. CIW will be undertaking monitoring visits during this quarter, with a view to undertake an Improvement Conference during the Autumn. 22/03/2020</p> <hr/> <p>05/01/2020</p> <hr/> <p>08/09/2019</p> <hr/>					

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0005 Nigel Brinn	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic	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>11/04/2021</p> <p>Review Summary: 4th Qtr 20/21 Review Summary: The Council has developed a separate risk register for the Coronavirus pandemic. There are now 3 severe risks to the Council which are Adult Services, Children's Services and Financial impact.</p> <p>There are mitigating actions in place for all the risks identified and the risk register is reviewed weekly by the Council's internal GOLD Command Group (part of the Council's Emergency Response arrangements).</p> <p>17/01/2021</p> <p>3rd Qtr 20/21 Review Summary: The Council has developed a separate risk register for the Coronavirus pandemic. The risks captured in this assessment include: Increase in services demands Financial impact on the council Availability of Personal Protective Equipment Reopening of Schools Safeguarding Workforce absence Delivery of Test Trace and Protect in conjunction with PTHB</p> <p>There are mitigating actions in place for all the risks identified and the risk register is reviewed weekly by the Council's internal GOLD Command Group (part of the Council's Emergency Response arrangements).</p> <p>04/10/2020</p> <p>2nd Qtr 20/21. Review Summary: The Council has developed a separate risk register for the Coronavirus pandemic. The risks captured in this assessment include: Increase in services demands Financial impact on the council</p>	Cllr Rosemaire Harris Nigel Brinn	25	15	<ul style="list-style-type: none"> 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 	Action Completed Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>Availability of Personal Protective Equipment Reopening of Schools Safeguarding Workforce absence Delivery of Test Trace and Protect in conjunction with PTHB</p> <p>There are mitigating actions in place for all the risks identified and the risk register is reviewed weekly by the Council's internal GOLD Command Group (part of the Council's Emergency Response arrangements).</p> <p><u>12/07/2020</u></p> <p><u>21/06/2020</u></p> <p><u>03/05/2020</u></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
PPPP0007 Nigel Brinn Escalated From :- Property, Planning, and Public Protection	Heart of Wales Property Services (HOWPS) being unable to undertake contracted work in a timely and cost effective manner.	<ul style="list-style-type: none"> - Failure of statutory functions - Compliance. - Failure to perform repairs and maintenance. - Reputational damage to PCC. - Cost to PCC for poor performance. - Officer time costs (due to additional workload). - Financial Risk to HRA and wider Authority. - Critical Wales Audit Office Report. - Non-delivery of key projects due to lack of resources. - Health and safety risks. 	<p>11/04/2021</p> <p>4th Qtr 2020/21 Review Summary: -Continued monitoring of HOWPS performance via monthly Contract Management Forum, weekly service area meetings with HOWPS, internal working groups on specific areas of concern, Compliance Boards and regular Cabinet/EMT updates. -Step in implemented for part of housing contact. -Rectification plans secured in relating to poorly performing areas. -Contract review ongoing.</p> <p>10/01/2021</p> <p>3rd Qtr 2020-2021. Review Summary: - Continued monitoring of HOWPS performance via monthly Contract Management Forum, weekly service area meetings with HOWPS, internal working groups on specific areas of concern, Compliance Boards and regular Cabinet/EMT updates.</p> <p>27/09/2020</p> <p>Qtr 2 20/21 Review Summary: - Continued monitoring of HOWPS performance via monthly Contract Management Forum, weekly service area meetings with HOWPS, internal working groups on specific areas of concern, Compliance Boards and regular Cabinet/EMT updates.</p> <p>12/07/2020</p> <p>1st Qtr. 20/21: Review Summary:</p> <ul style="list-style-type: none"> • Continued monitoring of HOWPS performance via monthly Contract Management Forums and Compliance Boards. • Additional monitoring now in place of HOWPS performance with service-specific meetings to monitor various issues including 	Cllr Phyl Davies Nigel Brinn	12	12	<ul style="list-style-type: none"> • Development of evidence and fall-back systems • Head of Service on HOWPS Board of Directors. • Portfolio Holder on HOWPS Board of Directors. • Recovery plan submitted by Kier on behalf of HOWPS. • Additional resources allocated by Kier (3.5 FTE Change Managers). • Potential to invoke step in clauses for specific parts of the contract in line with contract • Close monitoring by Directors/Portfolio Holder/Chief Executive/Strategic Directors. • Performance monitoring • Utilisation of contract document to escalate issues. • Introduced weekly officer level meetings • Development of contingency plans for contract failure • Awaiting consultation resource plan. • Escalation of risk and concerns to Chief Executive and Strategic Directors. 	Action In Progress Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place 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
			statutory testing, complaints, asbestos tracking, void management and the inspection and servicing of domestic heating systems. • A Rectification Plan has been received from HOWPS for services, provided for both Corporate and Housing. <u>03/05/2020</u> <u>12/01/2020</u> <u>06/10/2019</u> <u>07/07/2019</u> <u>07/04/2019</u>					

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>The Council has established an apprenticeship programme which is being progressed albeit progress has been impacted by the COVID19 pandemic In Children's Services a grow your own programme is in place and being expanded in respect of social workers.</p> <p>12/07/2020</p> <hr/> <p>Review Summary: 1st Qtr 20/21. On behalf of Paul Bradshaw. The Council continues to respond to the current coronavirus pandemic by invoking its business continuity plans which means that we continue to focus on delivering business critical activities. As part of this response we continue to redeploy employees to business critical services.</p> <p>The implementation of the council's workforce strategy and the RPB Workforce Futures Strategic Framework will resume when we return to business as usual.</p> <p>03/05/2020</p> <hr/> <p>19/01/2020</p> <hr/> <p>29/09/2019</p> <hr/> <p>08/09/2019</p> <hr/> <p>05/05/2019</p> <hr/> <p>03/02/2019</p> <hr/>					

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Heatmap Inherent and Current

Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

Probability



Page 33

Insignificant Minor Moderate Major Catastrophic

Impact

Insignificant Minor Moderate Major Catastrophic

Impact

Detailed Risk Information

Residual and Target Rating Changes since 24/10/2020

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent Rating	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
WO0021	Significant long term decrease in the working age population impacts on Council's ability to recruit and retain or commission the workforce it requires	Paul Bradshaw	Workforce and Organisation Development	25	→	25	20	↘ -4	16
FIN0001	The Council is unable to deliver a financially sustainable budget over the short and medium term. The probability of this risk is heightened due to the impact of the Covid-19 pandemic and its impact on Welsh Government funding and subsequent settlements to the Council.	Jane Thomas	Financial Services	25	→	25	15	→	15
PCC0005	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic	Nigel Brinn	Powys County Council	25	→	25	20	↘ -5	15
PCC0002	The impact on the Council as a result of Brexit.	Nigel Brinn	Powys County Council	16	→	16	12	→	12
PCC0003	The council receives a negative regulatory / inspection report	Caroline Turner	Powys County Council	20	↘ -4	16	16	↘ -4	12
ICT0010	Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018	Diane Reynolds	Digital Services	12	→	12	12	→	12
PPPP0007	Heart of Wales Property Services (HOWPS) being unable to undertake contracted work in a timely and cost effective manner.	Nigel Brinn	Property, Planning, and Public Protection	12	→	12	12	→	12
CS0004	BUDGET: If Children's Services are unable to manage within budget due to: - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding	Jan Coles	Children's Services	No Previous		12	No Previous		9
ED0022	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.	Lynette Lovell	Education	12	→	12	9	→	9
ICT0029	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 attack or Incident.	Diane Reynolds	Digital Services	12	→	12	9	→	9
COVID0058	Post Inspection Action Plan (PIAP) for Estyn - Coronavirus may impact on the ability of the service to maintain the level of progress against the PIAP. In particular Recommendation 1 of the PIAP - 'Improve standards in secondary schools and more able learners' as schools are currently closed. Also, Recommendation 4 (the School Transformation / re-organisation programme) could be affected by the Council's ability to conduct strategy consultations relating to Schools Organisation.	Lynette Lovell	COVID-19	12	→	12	9	↘ -3	6
HO0024	Failing to meet all applicable statutory requirements providing for the health and safety of the occupants in Powys County Council Housing Stock .	Nina Davies	Housing	No Previous		12	No Previous		6

Report Selection Criteria

(REP_RECORD_CROSSCUT.Business Unit Code = @StrategicBusinessUnitCode AND (REP_RECORD_CROSSCUT.Status Flag <> "WITHDRAWN"))
and REP_RECORD_CROSSCUT.Record Type=1

Risk Register

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
COVID0104	If Covid-19 impacts on Children's Services so that: The service cannot deliver mission critical activities Demand cannot be managed Placement availability is reduced Statutory functions cannot be performed Statutory and regulatory requirements cannot be met There is insufficient staff with suitable qualifications and/or experience Services cannot be delivered within budget Savings cannot be delivered	Then this may result in: The health and wellbeing of children and young people being negatively impacted The health and wellbeing of the workforce being negatively impacted Increased CLA population Increased number of children in unregulated arrangements Financial risk to the local authority Reputational risk to the local authority Litigation risk to the local authority Delay in response leaving children and adults at risk of significant harm/ abuse/ neglect Inability to keep children safe	<i>Cllr Rachel Powell</i> Jan Coles	25	20	• Prioritisation; Redeployment; Training; Maximise resources; Increase placements; Covid guidance; PPE, Wellbeing support; Region	Control In Place	
COVID0093	Recovery - Precarious public service finances, with significant short and medium-term pressures faced particularly by local authorities along with future uncertainty around the UK Government's budgetary response to the economic fallout of COVID 19 and the impact of Brexit.	Ability of the Council to balance its revenue budget over the Medium Term Financial Strategy, due to funding settlements, loss of income, increased demand for services and associated costs and a delay in delivery of planned budget reductions, this will result in the council having to reduce services and staffing numbers to bring expenditure in line with income.	<i>Cllr Aled Davies</i> Jane Thomas	25	16	<ul style="list-style-type: none"> Revise the Medium Term Financial Strategy <p>11/03/2021 Council approved the Revenue Budget, Capital Programme, MTFS and set Council Tax for 2021/22. Forward Planning will begin again in April.</p> <ul style="list-style-type: none"> Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government <p>11/03/2021 Dialogue continues through SWT with WLGA and Welsh Government</p> <ul style="list-style-type: none"> Reassessment of the activities of the Council through the Recovery Coordination Group <p>15/12/2020 Service reviews have been completed and pressures and cost reductions identified which have informed the overall corporate budget plan. Cabinet await the receipt of the WG provisional settlement before finalising the budget proposal for 2021/22. Workstreams are being identified to progress the plans for future years of the MTFS and this will progressed in the new year.</p>	Action In Progress	11/06/2021

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
COVID0044	Adult Services Impact of COVID-19, including: Service User Illness and death; Unpaid Carer Illness; Staff Resource (further and unmanageable reduction through illness and self-isolation); Service provision volatility;	Unable to fulfil statutory obligations; Inability to provide care to service users; Service users are unsafe; Unpaid carers are unsafe; Staff are unsafe; Provider failure risk (residential, supported living, domiciliary care);	Cllr Myfanwy Alexander Dylan Owen	25	15	<ul style="list-style-type: none"> Review budget position at end of first quarter and consider changes to the 2020/21 budget Supporting uptake of mass vaccinations and mass testing across operational and commissioned services. Ongoing staff redeployment (from within Adult Social Care and other Council service areas) <p>29/03/2021 This continues and will do so while the public health crisis remains.</p> <ul style="list-style-type: none"> Provision of appropriate Personal Protective Equipment <p>29/03/2021 The situation remains unchanged. There is currently sufficient supply.</p> <ul style="list-style-type: none"> Work with providers to ensure flexibility and sustainability in conjunction with the hardship fund. Adult services daily sitreps Rapid recruitment for care staff <p>29/07/2020 Recruitment was undertaken and staff are now in place. Recruitment continues.</p> <ul style="list-style-type: none"> Testing for front-line staff <p>25/01/2021 Lat flow testing now being rolled out for all front-line workers. Commencing initially with in-house reablement team. All necessary training undertaken and testing kits being delivered through PPE stations.</p> <ul style="list-style-type: none"> Block booked residential care beds to lock-in step down capacity Prioritise care calls – priority 1 Work with C-SERT to support priority 2 calls 	Control In Place Action In Progress Action In Progress Action In Progress Action In Progress Action Completed Control In Place Control In Place	02/08/2021 29/06/2021 29/06/2021 10/05/2021 10/05/2021

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
COVID0092	<p>Recovery</p> <p>Socio-economic challenges given the immediate economic impact and likely recession, including increased unemployment and take-up of universal credit and other benefits</p>	<p>The economic and social wellbeing of the population is expected to be negatively impacted by the COVID19 pandemic effects, increasing demand on council services. There is a threat to the survival of businesses particularly in sectors such as tourism, hospitality, retail and leisure as lock down measures persist leading to an associated rise in unemployment levels and potential impact on the viability of town centres.</p>	<p>Owner</p> <p><i>Cllr Iain McIntosh</i> Nigel Brinn</p>	16	12	<ul style="list-style-type: none"> Recovery Co-ordination Group Development and delivery of Mid Wales Growth Deal to support investment in the Powys economy Collaborative work to support businesses and the local economy Ongoing Covid 19 impact assessments <p>24/03/2021 <i>Impact assessments are reviewed constantly in line with new guidance issued by Welsh Government.</i></p> <ul style="list-style-type: none"> Thriving and Sustainable Economy Recovery Group Business and Economic Recovery Cell established as part of response Powys County Council Business Survey <p>27/07/2020 <i>Business survey has closed. Data to be analysed alongside impact assessments.</i></p> <ul style="list-style-type: none"> Welsh Government Business Support Grants Vibrant and Resourceful Communities Recovery Group <p>24/11/2020 <i>This group was now been stood down as the work is being completed under other workstreams.</i></p>	<p>Action In Progress</p> <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>Withdrawn</p>	<p>14/07/2021</p> <p>08/05/2021</p> <p>08/05/2021</p> <p>24/04/2021</p> <p>24/04/2021</p>
COVID0045	<p>Impact of Covid-19 restrictions and redeployment on the capacity of the Planning & Public Protection Service.</p>	<p>-Failure to deliver statutory services.</p> <p>-Income loss. 2021/2022</p> <p>-Failure to achieve savings targets.</p> <p>-Impact on the economy.</p> <p>-Health and safety risks.</p>	<p><i>Cllr Graham Breeze</i> Gwilym Davies</p>	12	12	<ul style="list-style-type: none"> Keep up-to-date with Welsh Government & Regulatory advice and legislation. Monitor Environmental Health staff resource requirements. Secure additional staff capacity where appropriate. Keep service customers up-to-date on service delivery. Implement alternative service delivery methods, where appropriate. <p>14/01/2021 <i>No change proposed.</i></p> <p>25/03/2021 <i>No change proposed. Finding suitable candidates is proving difficult for the service area.</i></p> <p>25/03/2021 <i>Control to be continued.</i></p>	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p>	<p>14/07/2021</p> <p>25/06/2021</p> <p>25/06/2021</p> <p>25/06/2021</p>

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
						<p>25/03/2021 <i>Alternative service delivery is proving difficult given existing pressures.</i></p> <ul style="list-style-type: none"> Prioritise work and identify and manage risk associated with work that cannot be undertaken due to limited workforce capacity 	Action In Progress	24/05/2021
						<p>24/02/2021 <i>We are reviewing workloads weekly to ensure that business critical work is being completed.</i></p> <ul style="list-style-type: none"> Recruitment to vacant Planning posts to recommence. Secure the return of staff from redeployment where appropriate. 	Withdrawn	Withdrawn
COVID0017	Response Supply Chain Risk Shortages of staff to maintain processing of orders and payments	Failure to be able to provide an adequate service for the residents of Powys. esp Social Care Disruption to other services e.g. Software Support	<i>Cllr Aled Davies Jane Thomas</i>	12	9	<ul style="list-style-type: none"> Contact key suppliers and providers & put in place alerts & review the business continuity arrangements for suppliers. <p>02/12/2020 <i>This risk is now green and has not materialized in a critical way and can be managed adequately through services</i></p> <ul style="list-style-type: none"> Alternative Supply explored <p>02/09/2020 <i>No change</i></p> <ul style="list-style-type: none"> PPN 20 Supplier Relief considered for at risk suppliers <p>01/04/2021 <i>Only one supplier are being supported under the supplier relief programme. Once leisure centre reopen in May this risk may be stood down</i></p>	Action Completed	
COVID0102	HOMELESSNESS: Demand and need for - and duties to provide - homelessness and related services continues to expand	<ul style="list-style-type: none"> Increased costs to the Council of providing and securing temporary accommodation. Homelessness related demand for affordable homes reduces opportunities for other households in unsuitable homes to secure social housing. Increased use of and extended stays in temporary accommodation reduce health and well-being of clients, raising demand for social services. 	<i>Cllr Iain McIntosh Dafydd Evans</i>	16	9			

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
COVID0007	Response LEISURE/SPORT Leisure Contractor significantly affected by COVID-19 situation	Freedom Leisure - (i) Significant loss of income, (ii) inability to meet contract requirements, (iii) potential redundancies though lack of funds, (v) depleted / reduced reserves, inability to pay costs, staff or suppliers, (vi) reduced ability to ensure statutory compliance, (vii) inability to complete repairs, maintenance or capital programmes, projects or works which may result in longer term loss / reduction of facilities when normal business resumes, (viii) inability to recoup sufficient funds (i.e. management fees, external funding, staffing costs) either from clients through contracts, or through Central Government support Powys CC - (i) ensure advance payments do not conflict with Government support to Freedom (ii) the leisure centres could transfer back into the Council if Freedom Leisure become insolvent (iv) the Council do not have the resources to support leisure services transferring back to an in-house model	<i>Cllr Rachel Powell</i> Jenny Ashton	12	9	<ul style="list-style-type: none"> Ongoing discussions between Powys CC & Freedom Leisure in order to address this risk 	Action In Progress	18/04/2021
						<p>18/03/2021 An announcement is expected from Welsh Government on 25th March 2021 which may indicate that leisure and sports centres can start to prepare for reopening. What this might look like or what will be permitted is not yet known and no indication has been given.</p>		
COVID0103	Restricted access to homes for repairs, maintenance, servicing and inspections.	<ul style="list-style-type: none"> Health and safety compromised if heating and other systems cannot be serviced correctly and on time. Deterioration in property conditions if repairs cannot be specified and undertaken as and when needed. Reduced customer care through lack of pre-void and post-works inspections. Increased costs arising from delayed improvement and investment programmes. 	<i>Cllr Iain McIntosh</i> Mark Davies	16	9	<ul style="list-style-type: none"> Heating servicing step in for six months. 	Action In Progress	29/04/2021
						<p>29/03/2021 Robert Heath are carrying out all heating servicing on properties that are due between 01st March - 31st August 2021. Good progress is being made and all certificates received to date have been 100% correct. The PCC heating servicing manager to monitoring on a daily basis.</p>		

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
COVID0028	<p>Response</p> <p>Insurance Risk – increase in claims and more undefendable at court, higher cost</p>	<p>Services unable to maintain provision, increase in claims</p> <p>Temporary staff & Volunteers inadequately trained to fulfil roles</p> <p>Greater risks taken and inadequate records maintained</p>	<p>Owner</p> <p><i>Cllr Aled Davies</i> Anne Phillips</p>	12	9	<ul style="list-style-type: none"> Communications, Training, risk appetite considered. 	Action Completed	
COVID0099	<p>Increased visits to hospital sites and homes in the community by social workers. The plan is to increase the presence of social workers on hospital sites and where appropriate support hospital discharges, attend MDTs and increase visits to those with sensory loss and business critical needs in the community.</p>	<p>Increased risk of exposure to COVID -19</p>	<p><i>Cllr Myfanwy Alexander</i> Adam Greenow</p>	12	8			
COVID0031	<p>CATERING Significant Loss of Income from school meals.</p>	<p>With the reopening of schools from the 3rd September school meal uptake has been low, with many parents opting to provide packed lunches. If school meal uptake doesn't increase over the autumn/winter terms it will place the service at a significant deficit at year end.</p>	<p><i>Cllr Phyl Davies</i> Jason Rawbone</p>	8	8	<ul style="list-style-type: none"> Promotion of school meals in Autumn term 	Action In Progress	12/07/2021
						<p>12/04/2021 We are seeing an increase in uptake in our primary schools now with all primary pupils back in school from 15th March 2021. we will continue to monitor progress and promote school meals coming into the summer term 2021. It is hoped over the coming summer term we will see restrictions ease in our high schools, so we can offer mid morning break and main meal options again.</p>		

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
COVID0098	<p>Adult Social care</p> <p>Risk of legal challenge from providers on interpretation and implementation of eligibility for access to the Welsh Government Hardship Fund for social care providers.</p> <p>The concern is about the guidance provided on the hardship fund and the recent confusion from receiving slightly different guidance via the ADSS Cymru. PCC has worked closely with care providers to support them and to enable them to access the hardship fund.</p> <p>The original WG guidance set out that the fund could be used to pay for: "...loss of income and double running costs that arise because a care home has experienced a death or deaths as a result of Covid-19". The WG clarification shared a few days later advised that the fund could be used to pay: "...where additional costs, including double commissioning costs, arise because a care home has experienced a death or deaths as a result of Covid-19 thereby creating a vacancy or void. Therefore funding could be used in this instance to cover that void, or to commission a placement elsewhere were it was not possible to do so with that home." We have worked accordingly.</p> <p>The new guidance by the ADSS suggests that the hardship fund can pay for voids in care homes that were not created by COVID-19: "Taking account of your local decision making and discretion in relation to claims, we will remove the bullet on p7 of the guidance which details that the Hardship Fund does not cover "lost income other than where it relates directly from a COVID-19 death". Further clarification</p>	<p>This could damage relations with the provider market and could leave the Council, and possibly the Welsh Government, open to challenge and/or legal proceedings, as some providers in Wales will have received preferential options.</p>	<p>Owner</p> <p><i>Cllr Myfanwy Alexander Dylan Owen</i></p>	6	6	<p>Control or Action</p> <ul style="list-style-type: none"> Further clarification sought from Welsh Government 	<p>Action Completed</p>	
						<p>01/09/2020 Clarification received and implemented. No further action required.</p>		

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
	<p>sought has not helped understanding.</p> <p>We have already received a further claim from a provider who advise that they have seen the further guidance and wish to claim for a significantly more money. To change the interpretation of the guidance in any way at this point would require that we prepare a new pro-forma for providers to complete and submit; make contact with all service providers in order to request their consideration, amended calculation and submission for the past 4 months; to receive, scrutinise and pay them; and to submit our claim in 3 working days.</p> <p>The chosen option (following a discussion with WG Civil Servants) is to refuse the application received and to not offer the opportunity to other providers.</p>							
COV00080	<p>Response/Recovery</p> <p>Inability to continue to provide an effective and efficient Contact Tracing service by PCC / PTHB to prevent the spread of Covid 19</p>	<p>1.Failure of Powys CC and Powys THB in partnership to continue to deliver on the production of a fully functioning and suitable contact tracing system.</p> <p>Unable to fulfil obligations</p> <p>2.Failure to control the spread of COVID-19 in Powys resulting in need for further lockdown, knock on effect on economy, mental health, council resource etc..</p> <p>3.No further funding made available from WG to support the delivery from September 2021</p> <p>4. Impact on services if large number of staff have to self isolate due to the spread of Covid 19</p>	<p><i>Cllr Iain McIntosh</i> Nigel Brinn</p>	12	6	<ul style="list-style-type: none"> At a strategic level need to continue ensure adequate systems are in place to agree actions between PTHB and PCC. <p>24/03/2021 This agreement will be reviewed every 3 months by SOG. All working well at present.</p> Lobby Welsh Gov for Funding 2021/2022 <p>24/03/2021 All costs will be covered for TTP until September 2021</p> Continue to Implement an effective contact tracing service to assist preventing the spread of Covid 19 <p>24/03/2021 PCC are continuing to provide an effective and efficient contact tracing service. We continue to have excellent results and lead the way for Wales.</p> Need to retain the resources to support this project. <p>24/03/2021 150 staff are now in place and contracts have been confirmed until September 2021.</p> Agree TOR actions and processes with PTHB and monitor and review the service provided. <p>13/01/2021 An agreement is now in place between PTHB / PCC which will be reviewed by SOG every 3 months</p> 	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action Completed</p> <p>Withdrawn</p>	<p>24/04/2021</p> <p>24/04/2021</p> <p>24/04/2021</p>

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
COVID0024	Response Potential Insolvency of participating Pension Fund Employers	Where Powys County Council acts as the "Guarantor" via risk sharing then the liabilities fall back onto the Powys part of the Fund. Where there is no risk sharing, then the liabilities will fall onto the rest of the participating employers within the Fund, but Powys are 91% of the Fund, so it will fall mainly onto Powys, with the remaining 9% spread over the other 22 Employers.	<i>Cllr Aled Davies</i> Chris Hurst	6	6	• Risk Sharing Agreements and Bonds in place with the majority of Employers.	Control In Place	
COVID0086	Recovery The supply of PPE for public services could be adversely impacted by increased worldwide demand and blockage of the Suez canal.	A shortage of PPE for public services would put staff and the population at risk from coming into contact with the virus.	<i>Cllr Graham Breeze</i> Clive Pinney	12	6	• Monitor ability to procure PPE	Control In Place	
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COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
COVID0008	<p>Response</p> <p>LEISURE/SPORT As a result of the COVID-19 outbreak, residents and communities become sedentary, participation and activity levels decrease, people's health & well-being deteriorates (physical, mental, social & emotional). Sport & Active Development Team unable to deliver face to face activities, programmes, events, advice (including funding) and schemes</p>	<p>(i) Individuals, groups, pupils, communities, targeted provision, schools, clubs and athletes will experience a reduction / loss of service, physical activity and learning opportunities. (ii) Unless people are motivated, encouraged and engaged the levels of physical activity throughout the County will reduce. (iii) A reduction in physical activity may have a long-term impact on mental health. (iv) Social isolation will have a profound impact on communication, engagement and social interaction for many people. (v) Funding applications will be delayed causing recipients unable to re-start or initiate schemes, projects and activities when delivery returns to normal (vi) if people are inactive they may become sedentary long-term which would have a negative impact on the health and well-being of individuals, communities and groups.</p>	<p>Owner</p> <p><i>Cllr Rachel Powell</i> Jenny Ashton</p>	8	6	<ul style="list-style-type: none"> Virtual & remote resources to be made available 	Action In Progress	18/04/2021
						<p>18/03/2021 <i>The Sport Powys officers continue to engage and interact with people via various social media platforms - providing challenges, activities, advice, training & funding opportunities and links to partners and other services. In agreement with Sport Wales, the officers have also received training so that they are able to undertake Welfare Calls to support other services and customers of the authority. The Sport Powys officers have also been undertaking development activities for themselves and liaising with partners and other organisations to identify and determine how programmes, schemes and activities could look once services are given the green light to reopen and reactivate.</i></p> <ul style="list-style-type: none"> Sport Wales funding for 2020-21 can be utilised flexibly during Covid-19 Sport Development Team deployed to support Childcare Hubs 	Control In Place	
COVID0025	<p>Response</p> <p>Treasury Management -Maintaining the Authorities Cash flow to meet liabilities</p> <p>Reduced Levels of income coming into the Council</p>	<p>Treasury Management Function Staff reductions</p> <p>Potential loss of Grant funding</p> <p>Fee earning services disrupted or ceased</p> <p>Services not raising raising Debtor invoices or invoices not sent out (post issues)</p> <p>Reduction in Collection Rate for Council Tax</p> <p>Increase in Bad debt levels or bad debt enforcement</p>	<p><i>Cllr Aled Davies</i> Anne Phillips</p>	12	6	<ul style="list-style-type: none"> Identify service income at risk and model impact of reductions 	Action Completed	
						<p>11/03/2021 <i>Hardship fund to meet costs and loss of income now confirmed so continue to make monthly claims</i></p> <ul style="list-style-type: none"> Discussion with other funding bodies, Internal comms <p>11/03/2021 <i>No change</i></p> <ul style="list-style-type: none"> Additional Borrowing <p>11/03/2021 <i>Additional short term borrowing undertaken to take us through to 31st March 2021. Significant additional funding received from Welsh Government in final months of the year. Under borrowed position maintained.</i></p>	Action Completed	

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
						<ul style="list-style-type: none"> reduced outgoings will mitigate reduced income 	Action Completed	
						<p>13/01/2021 no change, expenditure continues to be limited where possible and reported on a monthly basis</p>		
						<ul style="list-style-type: none"> WG identified grant to fund C19 additional costs, and may fund other pressures & reductions 	Action Completed	
						<p>13/01/2021 No change, costs continue to be claimed and refunds provided through the hardship fund.</p>		
						<ul style="list-style-type: none"> Welsh Government open to discussions with individual authorities if problems arise 	Action Completed	
						<p>11/03/2021 Position remains but no discussions required to date.</p>		
						<ul style="list-style-type: none"> Business Continuity Plan in place to maintain Treasury Management Function 	Control In Place	
						<p>22/06/2020 no change</p>		
COVID0090	Recovery Workforce health and wellbeing	Staff are demonstrating signs of fatigue from many months in emergency response mode and may not have the capacity / resilience to undertake recovery concurrently with response.	Cllr Graham Breeze Paul Bradshaw	12	6	<ul style="list-style-type: none"> Recovery activity to reduce employee fatigue and promote positive return to office working where appropriate 	Action In Progress	10/06/2021

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
						<p>10/03/2021 H&S colleagues worked with colleagues in Estates to implement new and revised procedures and ways of working in line with IOSH guidance, ensuring safety. These new ways of working were communicated effectively throughout PCC and are monitored regularly. - The Council continues to facilitate large numbers of staff in working from home where possible and for staff to only attend an office attendance when essential / business critical. This will continue for the time-being and staff are required to complete risk assessments for each of these instances. - Managers are also encouraging the taking of Annual Leave where possible to allow employees to recuperate and re-energise, whilst maintaining critical delivery.</p> <p>- Positive communications around the new ways of working and continued restrictions and health and safety practices in place necessary to safeguard against COVID will continue to be shared and promoted to the workforce in a positive, caring and compassionate manner. - H&S are working closely with our Occ Health partners and the EAP and continue to provide regular signposting and information for staff via the corporate communications mechanism. - Corporate Communications team have developed and disseminated two staff wellbeing surveys (in June and November) to capture the thoughts, feelings and mood of the workforce during the current climate.</p> <p>- Wellbeing initiatives to help teams to continue to interact and for staff to take breaks during the working day and to generally look after their wellbeing have been disseminated at service and / or the corporate level. All of which are designed and intended to help staff look after their wellbeing. This for example has included lunchtime walks, lunchtime singing and mindfulness. - Managers and staff have also been asked to undertake workplace assessments for home working to ensure that the working set up is safe and compliant with DSE requirements.</p>		
COVID0019	Response Exemptions to keep exiting contracts	Costs rise due to no re-procurement	Cllr Aled Davies Vincent Hanly	6	6	<ul style="list-style-type: none"> Negotiate with suppliers well before contract end dates to negotiate better rates. Contracts reviewed individually for decision <p>19/11/2020 This has been implemented for all appropriate contract and processes put in place during any potential contract extension to ensure negotiation etc are fruitful</p>	Control In Place	
COVID0023	Response Companies liquidating	Companies unable to sustain loss of business or reduced working/clients etc	Cllr Aled Davies Vincent Hanly	6	6	<ul style="list-style-type: none"> Business relief approach clarified so some provision will be given to support our main contractors and try to remain viable <p>13/01/2021 No change</p>	Action In Progress	13/04/2021

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
						<ul style="list-style-type: none"> Residual risk being assessed 	Withdrawn	
						02/02/2021 Risk has not realised and can be removed form the register		
						<ul style="list-style-type: none"> Government Support for Business clarified through grants / NNDR etc 	Withdrawn	
						09/02/2021 Many grants provided and this has shown t support supply chains and no issues are being received from our suppliers		
COVID0058	Post Inspection Action Plan (PIAP) for Estyn - Coronavirus may impact on the ability of the service to maintain the level of progress against the PIAP. In particular Recommendation 1 of the PIAP - 'Improve standards in secondary schools and more able learners' as schools are currently closed. Also, Recommendation 4 (the School Transformation / re-organisation programme) could be affected by the Council's ability to conduct strategy consultations relating to Schools Organisation.	Progress against the PIAP may be affected due to the Covid-19 pandemic.	Cllr Phyl Davies Lynette Lovell	12	6	<ul style="list-style-type: none"> Continue to deliver service improvement September Update Ongoing progress / service improvement as specified in the PIAP 	Action In Progress Withdrawn Withdrawn	10/05/2021
						10/02/2021 This risk was reviewed on 10.02.21		
						Control	Withdrawn	
						28/01/2021 This risk was reviewed on 26/1/2021 and is up to date.		
						January 2021	Withdrawn	
COVID0100	Disruption to pupils' learning caused by a positive COVID-19 test within a bubble, cohort, school or travelling to school, or by a national closure of school years.	Adverse impact on the continuity of learning.	Cllr Phyl Davies Lynette Lovell	20	6	<ul style="list-style-type: none"> Local Authority and school partnership guidance WG Guidance WG Guidance 	Action In Progress Action In Progress Withdrawn	17/05/2021 17/05/2021
COVID0029	Response Revenue Budget Risk	Unable to deliver a balanced budget for 2020/21 Undelivery of Cost Reductions Increased costs across the organisation Impact on the Councils Reserves Impact on Medium Term Financial Strategy	Cllr Aled Davies Jane Thomas	25	4	<ul style="list-style-type: none"> Ongoing discussion with WG 	Action In Progress	11/05/2021
						11/03/2021 No change monthly claims continue		
						<ul style="list-style-type: none"> better understanding of all cost pressures, income losses, savings risks and cost savings 	Action In Progress	18/04/2021
						18/01/2021 Quarter 3 position shows further improvement of the forecast outturn. The pandemic is now clearly going to impact into the 2021/22 financial year and a Covid Financial risk log has been drawn up so that the Council understands the main drivers of cost and income loss if the pandemic continues.		
						<ul style="list-style-type: none"> Reassess Budget Position monthly, Report and review mitigating action 	Action In Progress	11/04/2021

COVID-19			Portfolio	Inherent	Residual	Controls and Actions		
Risk Ref	Risk Identified	Potential Consequence	Owner			Control or Action	Status	Review Date
						<p>11/03/2021 Position improved in the last quarter with additional funding allocated by Welsh Government across many services. The February closedown will be reported in W/B 15/03/21 and is expected to show a projected underspend.</p> <ul style="list-style-type: none"> Ensure appropriate recording of additional costs to enable claim through WG COVID hardship fund Action Completed Budget Management and virement reg's reinforced, decisions at service level that exceed service budgets must be escalated to EMT Control In Place <p>04/08/2020 No change</p>		
COVID0060	<p>Response</p> <p>Reduced reputation for the council if pandemic is not managed well</p>	<p>Reputation damage</p> <p>Stakeholders loss of confidence in the council</p>	<p>Cllr Graham Breeze</p> <p>Nigel Brinn</p>	9	4	<ul style="list-style-type: none"> Business Continuity Plans invoked in response to pandemic Action In Progress <p>12/04/2021 Business continuity still in place but is being reviewed</p> <ul style="list-style-type: none"> The Council established strategic Gold and operational Silver coordination groups to manage pandemic response. Action In Progress <p>12/04/2021 Gold and silver groups still operational but focus now includes recovery</p> <ul style="list-style-type: none"> Leader is doing regular letter to Members, and frequent meetings are taking place with MP's / AM's Action In Progress <p>12/04/2021 Local media monthly column maintained with regular briefings to members, local and regional politicians Briefing were suspended March 22, 2021 due to pre-election period, they will re-start after May 6 Local media monthly column maintained with regular briefings to members, local and regional politicians Briefing were suspended March 22, 2021 due to pre-election period, they will re-start after May 6</p>		<p>12/07/2021</p> <p>12/07/2021</p> <p>12/05/2021</p>
COVID0101	<p>Supporting the PTHB with the Mass Vaccination programme through our Avaya telephony system.</p>	<p>That the capacity of the phone lines is exceeded which may impact on other calls coming into the council.</p>	<p>Cllr Graham Breeze</p> <p>Diane Reynolds</p>	9	4	<ul style="list-style-type: none"> Monitoring of call volumes Action In Progress Step down procedure in place Action In Progress All contact centres within authority have been communicated with Action Completed 		<p>28/04/2021</p> <p>28/04/2021</p>

CYNGOR SIR POWYS COUNTY COUNCIL.

AUDIT COMMITTEE
21st May 2021CABINET
25th May 2021REPORT AUTHOR: COUNTY COUNCILLOR ALED DAVIES
PORTFOLIO HOLDER FOR FINANCE

REPORT TITLE: Treasury Management Quarter 4 Report

REPORT FOR: Information

1. Purpose

- 1.1 CIPFA's 2009 Treasury Management Bulletin suggested:
'In order to enshrine best practice, it is suggested that authorities report formally on treasury management activities at least twice a year and preferably quarterly.'

The CIPFA Code of Practice on Treasury Management emphasises a number of key areas including the following:

- xi. Treasury management performance and policy setting should be subject to scrutiny prior to implementation.

- 1.2 In line with the above, this report is providing information on the activities for the quarter ending 31st March 2021.

2. Treasury Management Strategy

- 2.1 The link to the Treasury Management Strategy for 2020/21 approved by Full Council on 28th February 2020 is attached at Appendix A.

- 2.2 The Authority's investment priorities within the Strategy are: -

- (a) the security of capital and
(b) the liquidity of its investments.

- 2.3 The Authority aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite has been low in order to give priority to security of investments.

3. Welsh Government Repayable Funding for Global Centre of Rail Excellence

- 3.1 The council has accepted an offer from Welsh Government of £50 million interest free, repayable funding towards the development of the Global Centre of Rail Excellence (GCRE) in the south of the county. Planning approval is expected in summer 2021 and construction would then begin between 2021-2023 on the rail testing track and storage facilities.

- 3.2 The funding will be held by the council until it can be suitably invested in the project. If the investment is not able to be made, for whatever reason, the funds will be returned to Welsh Government. This funding must be held by the council until the investment is completed and cannot be used for any other purpose.

3.3 £33 million was received in March 2021, a further £10 million will be received in 2021/22 and £7 million in 2022/23.

4. Current Investments

4.1 It remains impossible to earn the level of interest commonly seen in previous decades as all short-term money market investment rates are barely above zero now that the Bank Rate is at 0.10%. Some entities are offering negative rates of return in some shorter time periods. Given this environment and the fact that increases in Bank Rate are unlikely to occur before the end of the current forecast horizon of 31st March 2024, investment returns are expected to remain low.

4.2 When looking at temporary investing, the Treasury team consider the bank fee to set up the arrangement, because of this cost some investments are not cost effective for very short periods of time where interest rates are circa 0.02% - 0.03%. However, the Authority does not have sufficient certainty around its cashflow to lend for longer periods where the return is higher. As a result, not all available cash is currently earning interest.

4.3 The GCRE repayable funding is currently being held in the Council's deposit account.

4.4 The Authority had no other investments on 31st March 2021.

5. Credit Rating Changes

5.1 There have been no credit rating changes relevant to this Authority's position during the last quarter.

6. Borrowing / Re-scheduling

6.1 Effective management of the Authority's debt is essential to ensure that the impact of interest payable is minimised against our revenue accounts whilst maintaining prudent borrowing policies. To ensure sufficient cash was available to cover expenditure over the financial year end, £20 million of short term borrowing (less than 3 month term) from other local authorities was sourced. The interest rate payable was 0.03%.

6.2 On the 25th of November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates. Both the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. There are currently no schemes for yield in the Capital Programme.

6.3 With the significant amounts of borrowing in the future Capital Programme, the inability to access PWLB borrowing will need to be a major consideration for any future purchases of assets for yield. The additional income these assets generate must be sufficient to cover the increased borrowing costs, as borrowing sources other than the PWLB are likely to be more expensive.

6.4 The Authority's Capital Position

6.5 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the current year's unfinanced capital expenditure and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

6.6 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury manager organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through external borrowing or utilising temporary cash resources within the Council.

6.7 Net external borrowing (borrowings less investments) should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for the current year and next two financial years. This allows some flexibility for limited early borrowing for future years.

6.8 Original CFR Position (per original approved budget)

£'m	As at 31 st March 2020 Actual	2020/21 Original Estimate	2021/22 Original Estimate	2022/23 Original Estimate
Capital Financing Requirement	378.46	447.47	497.19	517.29

6.9 Updated CFR position as at 31st March 2021

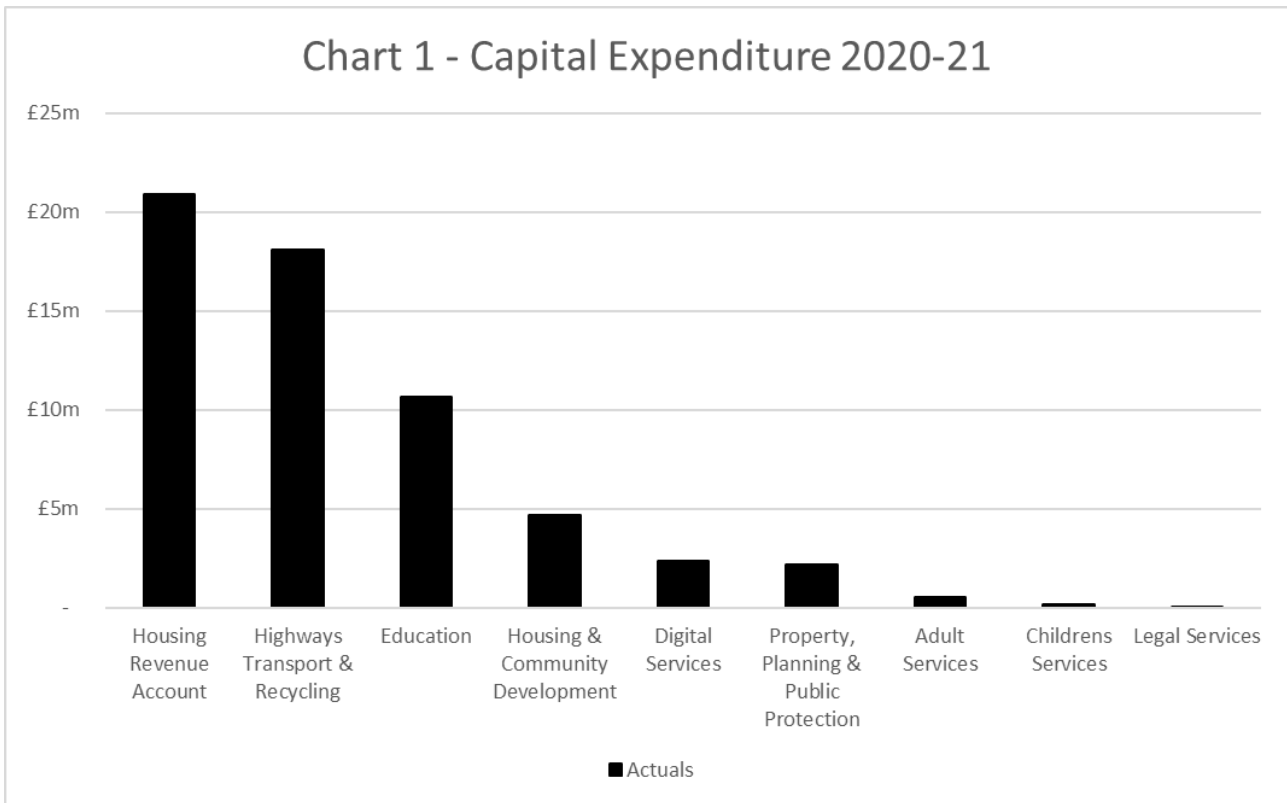
£'m	As at 31 st March 2020 Actual	As at 31 st March 2021 Actual	2021/22 Current Estimate	2022/23 Current Estimate
Capital Financing Requirement	378.46	397.10	460.47	505.24

6.10 The Authority had outstanding long-term external debt of £347.7 million at 31st March 2021 (excluding the GCRE repayable funding). In relation to the CFR figure for 31st March 2021, this equated to the Authority being under borrowed by £49.4 million. Using cash reserves as opposed to borrowing has been a prudent and cost-effective approach over the last few years. However, members will be aware that internal borrowing is only a temporary situation and officers have advised that, based on capital estimates, it will be necessary for the Authority to borrow at stages over the next few years.

6.11 Capital Budget/Spend and Prudential Borrowing

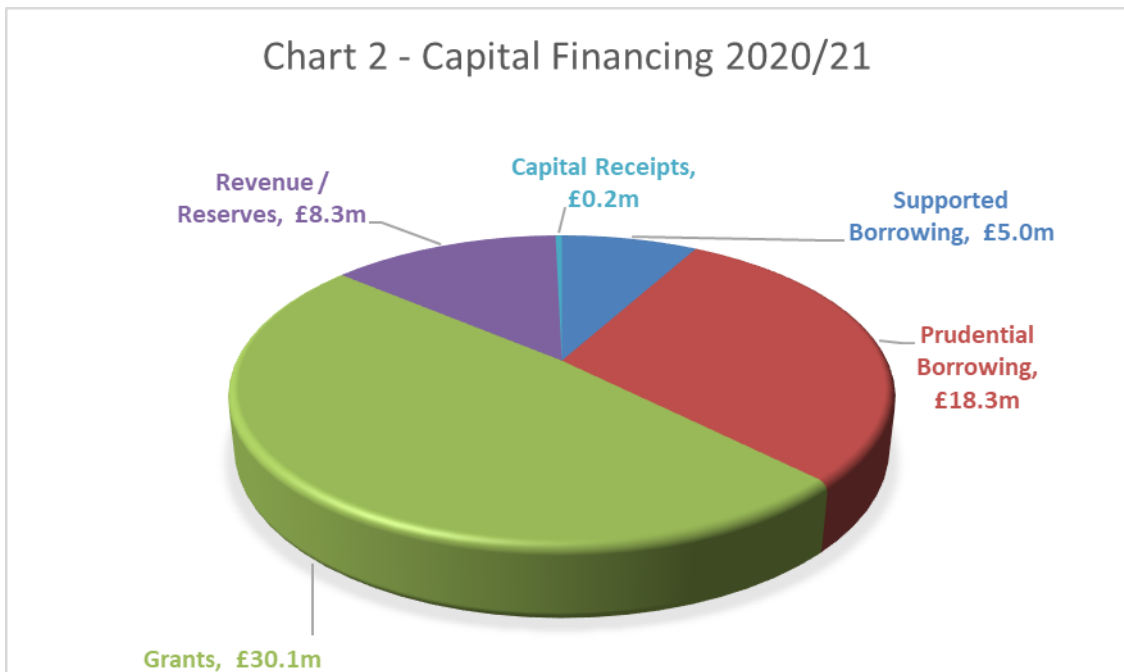
£'m	Original Approved Budget	Revised Working Budget	Actual Capital Spend	Spend % of Working Budget
	132.87			
30 th June 2020		123.68	7.91	6%
30 th September 2020		115.05	21.62	19%
31 st December 2020		95.85	39.52	41%
31 st March 2021		72.91	61.83	85%

Chart 1 - Capital Expenditure 2020-21



6.12 The financing of the original capital budget included £56.89 million of Prudential Borrowing, following reprofiling of numerous schemes into future years the budget had fallen to £23.6 million by year end. A considerable amount of unexpected grant income was received in the last quarter, this reduced the final prudential borrowing requirement to £18.3 million. Chart 2 below shows how the capital expenditure has been financed.

Chart 2 - Capital Financing 2020/21



6.14 A revised MRP policy was approved by Council on the 19th March 2021 to ensure that the MRP and interest on borrowing were charged to the revenue budget equally over the life of the asset on which the borrowing was required. Whilst this would result in a reduced MRP requirement in the short term, the MRP contribution for 2020/21 remains unchanged to

reduce the councils underlying need to borrow, the amount of the debt finance required, interest charges and exposure increases in interest rates.

6.15 The revenue expenditure to cover the borrowing for past and present capital schemes is charged to the revenue budget, the table below shows the breakdown for 2020/21.

Table 1 – Revenue expenditure covering borrowing and MRP.

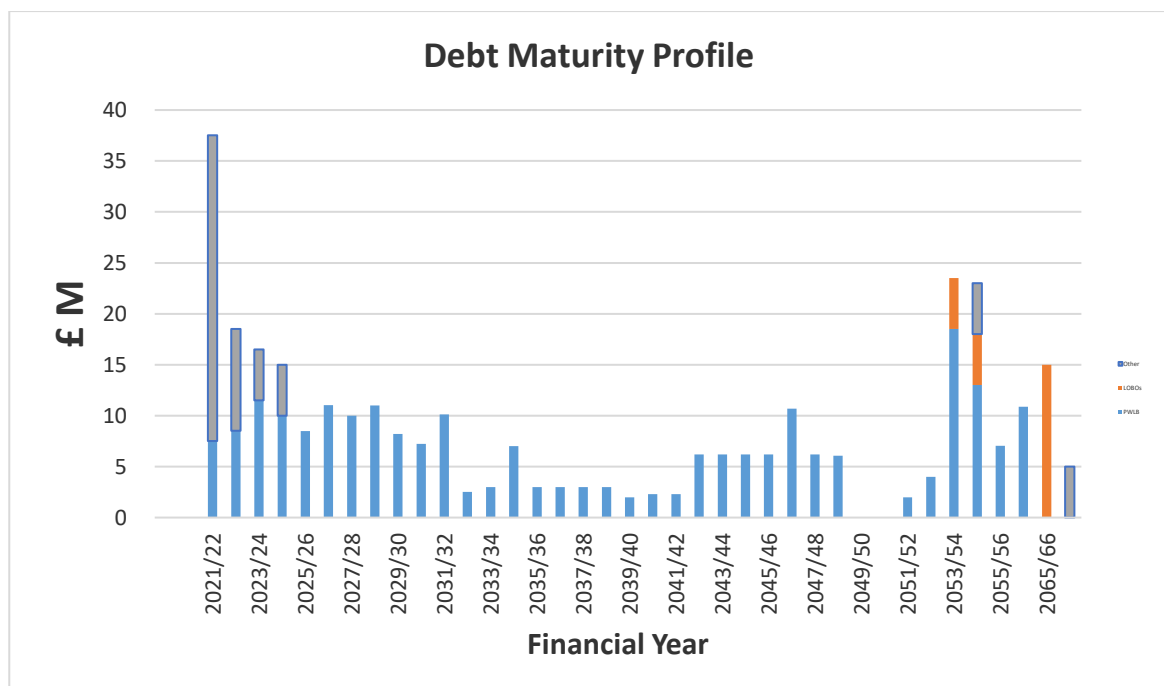
Interest Paid	£	11.353m
MRP	£	3.472m
MRP Overprovision*	£	0.767m
Total	£	15.592m
Costs attributable to		
HRA	£	5.426m
Council	£	10.166m

* Overprovision included as part of the 2021-22 Budget and Capital Programme for 2021-2031 approved by Council on the 25th February 2021.

6.16 Based on the amounts above, 3.8% of our net revenue budget of £269 million is supporting the past and present capital spend. It is essential that the investment in our capital programme is affordable over the short, medium, and longer term and can demonstrate tangible benefits linked to the council's priorities.

6.17 The 2021/22 capital programme includes £10 million supported borrowing and £59 million prudential borrowing (before any remaining reprofiling from 2020/21). A capital programme review is currently in progress which is looking to ensure the affordability of the Council's capital plans.

6.18 **Debt Maturity Profile as at 31st March 2021.**



Key

Blue = PWLB; Grey = Market Loans including other local authorities; Orange = LOBOs

6.19 A total of £25 million of debt has been repaid during the financial year (£15 million market loans and £10 million PWLB). This has been absorbed through the maturing of investments held and the short term borrowing acquired to cover year end expenditure. With a further £37 million of debt maturing in 2021/22 it is unlikely that there will be sufficient resources to absorb this repayment so new borrowing will be required. Additional borrowing will also be required to fund the ongoing capital programme.

6.20 **PWLB Loans Rescheduling**

6.21 Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year.

7. **Prudential Indicators**

7.1 All Treasury Management Prudential Indicators were complied with in the quarter ending 31st March 2021.

8. **Economic Background and Forecasts**

8.1 The most recent forecast of interest rates by the Authority's advisor is as follows:

	Jun 21	Sep 21	Dec 21	Mar 22	Mar 23	Mar 24
Bank rate	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
5yr PWLB	1.20%	1.20%	1.20%	1.20%	1.30%	1.30%
10yr PWLB	1.60%	1.60%	1.60%	1.70%	1.80%	1.90%
25yr PWLB	2.10%	2.10%	2.20%	2.30%	2.40%	2.50%
50yr PWLB	1.90%	1.90%	2.00%	2.10%	2.20%	2.30%

8.2 The economic background provided by our treasury advisers; Link Group is attached at Appendix B.

9. **VAT**

9.1 The Technical Section of Finance act as the authority's VAT section. VAT can pose a risk to the authority hence this report includes VAT information.

9.2 The monthly VAT returns were submitted within the required deadlines during the quarter ending 31st March 2021.

9.3 **Key Performance Indicators** - The VAT KPI's for 2020/21 are attached at Appendix C.

10. **Advice**

N/A

11. **Resource Implications**

N/A

12. **Legal implications**

N/A

13. Comment from local member(s)

N/A

14. Integrated Impact Assessment

N/A

15. Recommendation

15.1 This report has been provided for information and there are no decisions required. It is recommended that this report be accepted.

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Head of Service:	Jane Thomas

Appendix A:

The Approved Treasury Management Strategy 2020/21 can be found here:

<https://powysintranet.moderngov.co.uk/documents/s48653/Appendix%20F%20TM%20capital%20strategy%202020-21.pdf>

Extracts relating to investments in Group/Institutions - Counterparty Criteria/Limits:

Specified Investments:

Institution	Maximum Investment per Group/Institution £'m	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	30	Up to 364 days	As per Link's matrices
Foreign Banks	5	Up to 364 days	As per Link's matrices
Other Local Authorities	25	Up to 5 years	N/A

Non-Specified Investments:

Institution	Maximum Investment per Group/Institution £'m	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	10 (£5m limit with any one institution)	Up to 2 years	As per Link's matrices
Foreign Banks	2	Up to 2 years	As per Link's matrices
Money Market Funds (max. of 5)	10	N/A	All are AAA rated
Other Local Authorities	10	Up to 5 years	N/A

Note: Limits for Specified and Non-Specified are combined limits. The maximum limit will also apply to a banking group as a whole.

Appendix B

Economic Background

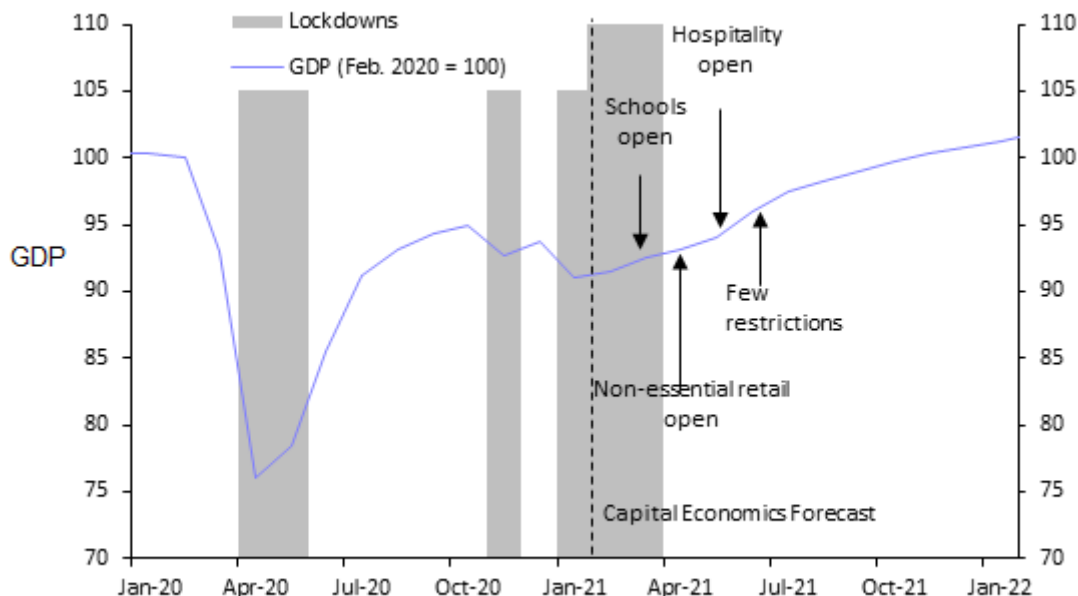
UK. The key quarterly Monetary Policy Report meeting of the Bank of England's Monetary Policy Committee (MPC) kept Bank Rate and quantitative easing (QE) unchanged on 4th February, (as it also did at its 18th March meeting). However, it revised its economic forecasts to take account of a third national lockdown which started on 5th January, which is going to further delay economic recovery and do further damage to the economy. Although its short-term forecasts were cut for 2021 due to the start of a third lockdown in early January, the medium-term forecasts were more optimistic than in November, based on an assumption that the current lockdown will be gradually eased after Q1 as vaccines are gradually rolled out and life can then start to go back to some sort of normality. The Bank's main assumptions were:

- The economy would start to recover strongly from Q3 2021 although it acknowledged there were downside risks from virus mutations etc.
- £125bn of savings made by consumers during the pandemic will give a big boost to the pace of economic recovery once lockdown restrictions are eased and consumers can resume high street shopping, going to pubs and restaurants and taking holidays.
- The economy would still recover to reach its pre-pandemic level by Q1 2022 despite a long lockdown in Q1 2021. Spare capacity in the economy would be eliminated in Q1 2022 and there would be excess demand in the economy by Q4 2022.
- CPI inflation was forecast to rise quite sharply towards the 2% target in the first half of 2021 due to some temporary factors, (e.g. the reduction in VAT for certain services comes to an end) and given developments in energy prices. CPI inflation was projected to be close to 2% in 2022 and 2023.
- The MPC reiterated its previous guidance that Bank Rate would not rise until inflation was sustainably above 2%. This means that it will tolerate inflation running above 2% from time to time to balance out periods during which inflation is below 2%. This is termed average inflation targeting. While financial markets are pricing in Bank Rate starting to rise by the end of 2022, this policy could mean that Bank Rate does not rise until as late as 2026.
- The Bank of England removed negative interest rates as a possibility for at least six months as financial institutions were not ready to implement them. As in six months' time the economy should be starting to grow strongly, this effectively means that negative rates occurring were unlikely during the current downturn. (Gilt yields and PWLB rates jumped upwards after the removal of negative rates as a key risk in the short-term.)

There are two views in respect of Bank Rate beyond our three-year time horizon:

- The MPC will be keen to raise Bank Rate as soon as possible in order for it to be a usable tool when the next economic downturn comes along. This is in line with thinking on Bank Rate over the last 20 years; financial markets are currently pricing in Bank Rate starting to rise by the end of 2022.
- Conversely, that we need to adjust to the new post-pandemic era that we are now in. In this new era, the shift to average inflation targeting has set a high bar for raising Bank Rate i.e. only when inflation has demonstrated that it has risen sustainably above 2%. In addition, many governments around the world have been saddled with high levels of debt. When central bank rates are low, and below the average GDP growth rate, the debt to GDP ratio

will gradually fall each year without having to use fiscal tools such as raising taxes or austerity programmes, (which would depress economic growth and recovery). This could therefore result in governments revising the setting of mandates to their national central banks to allow a higher rate of inflation linked to other economic targets. This is the Capital Economics view – that Bank Rate will not rise for the next five years and could then struggle to get to 1% within 10 years.



COVID-19 vaccines. These have been the game changer which have enormously boosted confidence that life in the UK could largely return to normal during the second half of 2021 after a third wave of the virus threatened to overwhelm hospitals around the start of the year. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in the still-depressed sectors like restaurants, travel and hotels. The UK has made fast progress with giving a first jab to half of all adults and this programme should be completed in the second half of the year. The big question is whether mutations of the virus could develop which render current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread.

The Budget on 3rd March increased fiscal support to the economy and employment during 2021 and 2022 followed by substantial tax rises in the following three years to help to pay the cost for the pandemic. This will help further to strengthen the economic recovery from the pandemic and to return the government's finances to a balanced budget on a current expenditure and income basis in 2025/26. This will stop the Debt to GDP ratio rising further from 100%. An area of concern, though, is that the government's debt is now twice as sensitive to interest rate rises as before the pandemic due to QE operations substituting fixed long-term debt for floating rate debt; there is, therefore, much incentive for the Government to promote Bank Rate staying low e.g. by using fiscal policy in conjunction with the monetary policy action by the Bank of England to keep inflation from rising too high, and / or by amending the Bank's policy mandate to allow for a higher target for inflation.

Brexit. The final agreement on 24th December 2020 eliminated a significant downside risk for the UK economy. The initial agreement only covered trade so there is further work to be done on the services sector where temporary equivalence has been granted in both directions between the UK and EU; that now needs to be formalised on a permanent basis. There was much disruption to trade in January as form filling has proved to be a formidable barrier to trade. This appears to have eased somewhat since then but is an area that needs further work to ease difficulties, which are still acute in some areas.

US. The Democrats won the presidential election in November 2020 and have control of both Congress and the Senate, although power is more limited in the latter. This enabled the Democrats to pass a \$1.9trn (8.8% of GDP) stimulus package in March on top of the \$900bn fiscal stimulus deal passed by Congress in late December. These, together with the vaccine rollout proceeding swiftly to hit the target of giving a first job to over half of the population within the President's first 100 days, will promote a rapid easing of restrictions and strong economic recovery during 2021. The Democrats are also planning to pass a \$2trn fiscal stimulus package aimed at renewing infrastructure over the next decade. Although this package is longer-term, if passed, it would also help economic recovery in the near-term.

After Chair Jerome Powell unveiled the Fed's adoption of a flexible average inflation target in his Jackson Hole speech in late August 2020, the mid-September meeting of the Fed agreed by a majority to a toned down version of the new inflation target in his speech - that "it would likely be appropriate to maintain the current target range until labour market conditions were judged to be consistent with the Committee's assessments of maximum employment and inflation had risen to 2% and was on track to moderately exceed 2% for some time." This change was aimed to provide more stimulus for economic growth and higher levels of employment and to avoid the danger of getting caught in a deflationary "trap" like Japan. It is to be noted that inflation has actually been under-shooting the 2% target significantly for most of the last decade, (and this year), so financial markets took note that higher levels of inflation are likely to be in the pipeline; long-term bond yields duly rose after the meeting. There is now some expectation that where the Fed has led in changing its policy towards implementing its inflation and full employment mandate, other major central banks will follow, as indeed the Bank of England has done so already. The Fed expects strong economic growth this year to have only a transitory impact on inflation, which explains why the majority of Fed officials project US interest rates to remain near-zero through to the end of 2023. The key message is still that policy will remain unusually accommodative – with near-zero rates and asset purchases – continuing for several more years. This is likely to result in keeping treasury yields at historically low levels – which will also have an influence on gilt yields in this country.

EU. Both the roll out and take up of vaccines has been disappointingly slow in the EU, at a time when many countries are experiencing a sharp rise in cases which are threatening to overwhelm hospitals in some major countries; this has led to renewed severe restrictions or lockdowns during March. This will inevitably put back economic recovery after the economy had staged a rapid rebound from the first lockdowns in Q3 but contracted slightly in Q4 to end 2020 only 4.9% below its pre-pandemic level. Recovery will now be delayed until Q3 of 2021 and a return to pre-pandemic levels is expected in the second half of 2022.

Inflation is likely to rise sharply to around 2% during 2021 for a short period, but as this will be transitory due to one-off factors, it will cause the ECB little concern. It is currently unlikely that it will cut its central rate even further into negative territory from -0.5%, although the ECB has stated that it retains this as a possible tool to use. The ECB's December 2020 meeting added a further €500bn to the PEPP scheme, (purchase of government and other bonds), and extended the duration of the programme to March 2022 and re-investing maturities for an additional year until December 2023. Three additional tranches of TLTRO, (cheap loans to banks), were approved, indicating that support will last beyond the impact of the pandemic, implying indirect yield curve control for government bonds for some time ahead. The total PEPP scheme of €1,850bn of QE which started in March 2020 is providing protection to the sovereign bond yields of weaker countries like Italy. There is, therefore, unlikely to be a euro crisis while the ECB is able to maintain this level of support. The March ECB meeting also took action to suppress the rise in long bond yields by stepping up its monthly PEPP purchases.

China. After a concerted effort to get on top of the virus outbreak in Q1, economic recovery was strong in Q2 and then into Q3 and Q4; this has enabled China to recover all of the contraction in Q1. Policy makers have both quashed the virus and implemented a programme of monetary and fiscal support that has been particularly effective at stimulating short-term growth. After making a rapid recovery in 20/21, growth is likely to be tepid in 21/22.

Japan. A third round of fiscal stimulus in early December took total fresh fiscal spending in 2020 in response to the virus close to 12% of pre-virus GDP. That is huge by past standards, and one of the largest national fiscal responses. The budget deficit is now likely to reach 16% of GDP in 2020/21. Coupled with Japan's relative success in containing the virus without draconian measures so far, and the roll out of vaccines gathering momentum, the government's latest fiscal effort should help to ensure a strong recovery and to get back to pre-virus levels by Q3 2021 – around the same time as the US and much sooner than the Eurozone.

World growth. World growth was in recession in 2020. Inflation is unlikely to be a problem in most countries for some years due to the creation of excess production capacity and depressed demand caused by the coronavirus crisis.

Impact on gilt yields and PwLB rates in 2021. Since the start of 2021 gilt yields and PwLB rates have risen sharply. What has unsettled financial markets has been a \$1.9trn (equivalent to 8.8% of GDP) fiscal boost for the US economy as a recovery package from the Covid pandemic, in addition to the \$900bn support package passed in December. Financial markets have been alarmed that the two packages could cause an excess of demand in the economy which could unleash inflationary pressures and force the FOMC to take much earlier action to start increasing the Fed rate from near zero, despite their stated policy being to target average inflation and saying that increases were unlikely in the next few years.

A further concern in financial markets is when will the Fed end quantitative easing (QE) purchases of treasuries and how they will gradually wind it down. These ongoing monthly purchases are currently acting as downward pressure on treasury yields. Nonetheless, during late February and in March, yields rose sharply. As the US financial markets are, by far, the biggest financial markets in the world, any trend upwards there will invariably impact and influence financial markets in other countries. It is noticeable that gilt yields moved higher after the MPC meeting in early February as a result of both developments in the US, and financial markets also expecting a similarly rapid recovery of the UK economy as in the US; both countries were expected to make similarly rapid progress with vaccinating their citizens and easing Covid restrictions. They are therefore, expecting inflation to also increase more quickly in the UK and cause the MPC to respond by raising Bank Rate more quickly than had previously been expected.

Deglobalisation. Until recent years, world growth has been boosted by increasing globalisation i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last 30 years, which now accounts for nearly 20% of total world GDP, has unbalanced the world economy. In March 2021, western democracies implemented limited sanctions against a few officials in charge of government policy on the Uighurs in Xinjiang; this led to a much bigger retaliation by China and is likely to mean that the China / EU investment deal then being negotiated, will be torn up. After the pandemic exposed how frail extended supply lines were around the world, both factors are now likely to lead to a sharp retrenchment of economies into two blocs of western democracies v. autocracies. It is, therefore, likely that we are heading into a period where there will be a reversal of world globalisation and a decoupling of western countries from dependence on China to supply products and vice versa. This is likely to reduce world growth rates.

Central banks' monetary policy. During the pandemic, the governments of western countries have provided massive fiscal support to their economies which has resulted in a big increase in total government debt in each country. It is therefore very important that bond yields stay low while debt to GDP ratios slowly subside under the impact of economic growth. This provides governments with a good reason to amend the mandates given to central banks to allow higher average levels of inflation than we have generally seen over the last couple of decades. Both the Fed and Bank of England have already changed their policy towards implementing their existing mandates on inflation, (and full employment), to hitting an average level of inflation. Greater emphasis could also

be placed on hitting subsidiary targets e.g. full employment before raising rates. Higher average rates of inflation would also help to erode the real value of government debt more quickly.

Appendix C

VAT - Key Performance Indicators

Creditor Invoices

VAT return for	No of high value Creditor invoices checked	No of Creditor invoices highlighted as requiring "proper" document for VAT recovery	% of creditor invoices checked requiring "proper" document for VAT recovery
Apr-20	171	3	1.75%
May-20	132	0	0.00%
Jun-20	172	1	0.58%
Jul-20	189	1	0.53%
Aug-20	161	1	0.62%
Sep-20	222	1	0.45%
Oct-20	216	2	0.93%
Nov-20	201	1	0.50%
Dec-20	221	1	0.45%
Jan-21	197	1	0.51%
Feb-21	238	2	0.84%
Mar-21	380	6	1.58%

Income Management Entries

VAT return for	No of entries checked by formula per the ledger account code used	No of entries needing follow up check (but not necessarily incorrect).	% of entries needing follow up check
Apr-20	648	1	0.15%
May-20	555	6	1.08%
Jun-20	711	21	2.95%
Jul-20	709	4	0.56%
Aug-20	705	3	0.43%
Sep-20	902	5	0.55%
Oct-20	909	0	0.00%
Nov-20	803	1	0.12%
Dec-20	697	0	0.00%
Jan-21	741	0	0.00%
Feb-21	907	1	0.11%
Mar-21	1.132	0	0.00%

Debtor Invoices

VAT return for	No of Debtor invoices checked	No of checked debtor invoices with incorrect VAT code used	% of debtor invoices with incorrect VAT code
Apr-20	49	6	12.24%
May-20	41	0	0.00%
Jun-20	70	0	0.00%
Jul-20	79	10	12.66%
Aug-20	84	1	1.19%
Sep-20	77	0	0.00%
Oct-20	71	0	0.00%
Nov-20	70	1	1.43%
Dec-20	72	0	0.00%
Jan-21	101	3	2.97%
Feb-21	92	0	0.00%
Mar-21	123	0	0.00%

Note: Debtors VAT checking is carried out by Finance via a work process prior to the invoice being raised hence the improvement in errors compared to previous years

Purchase Cards

VAT return for	No of transactions for which paperwork requested for checking	Resolvable errors discovered	Value of VAT potentially claimable but recharged to budget due to non- response	No of transactions where VAT claimed incorrectly	% of transactions available to be checked where VAT was claimed incorrectly	Value of VAT incorrectly claimed hence recharged to budget
Apr-20	128	9	£2,314.57	7	5.47%	£418.08
May-20	89	0	£0.00	5	5.62%	£268.05
Jun-20	99	2	£812.00	4	4.04%	£357.51
Jul-20	142	3	£321.90	8	5.63%	£542.96
Aug-20	66	3	£706.86	4	6.06%	£48.63
Sep-20	216 ¹	6	£1,287.12	34	15.74%	£1,074.67
Oct-20	171	13	£1,050.57	17	9.94%	£314.34
Nov-20	207	3	£641.47	18	8.70%	£1,048.13
Dec-20	174	8	£979.34	16	9.20%	£356.33
Jan-21	193	10	£1,121.47	12	6.22%	£572.14
Feb-21	195	3	£380.24	12	6.15%	£395.85
Mar-21	433	49	£9,610.35	27	6.24%	£2410.93

¹ Please note that the amount previously listed (2,016) was due to a typo in the KPI spreadsheet. As such the other stats for this period have been updated to reflect the corrected figures.

Chargebacks to service areas

The upload of appropriate documents to the Barclaycard purchase card system to enable vat recovery was made mandatory in September 2017 as a result of the lack of response from service areas/establishments to provide documents when requested. Where no document has been uploaded, any VAT amount input against the transaction is charged to the service area as there is no evidence to support the vat recovery.

Any other VAT errors that come to light as a result of the various checks are also charged to the relevant service areas.

Budget holders are able to see this clearly as chargebacks are coded to account code EX400600 and the activity code used alongside this gives the reason why this chargeback has occurred.

The total amount charged back to service areas in 2020/21 to end of March is £93,256.74. The breakdown of this is as follows:

Potentially correctable errors

Reason	Amount £
Not a tax invoice	22,961.02
Powys County Council is not the named customer	176.03
No invoice uploaded to purchase card system	45,461.40
Invoice(s) do not match payment	2,338.11
No evidence to back recovery	138.08
Total	71,074.64

Other errors

Reason	Amount £
Non-domestic VAT	290.22
No tax on invoice	2,700.07
Supply not to Powys County Council	7,870.60
Over-accounting for VAT	8,213.52
Internal payments	17.62
Unspecified issues	3,090.07
Total	22,182.10

Cabinet / Delegated				
Decision Date	Title	Portfolio Holder	Lead	Decision Maker
		Councillor Graham Charles		
25/05/21	Quarter 4/End of Year Performance Report	Breeze	Emma Palmer	Cabinet
25/05/21	Quarter 4/ End of Year Strategic Risk Register Report	Councillor Aled Davies	Jane Thomas	Cabinet
25/05/21	Treasury Management Quarter 4 update	Councillor Aled Davies	Jane Thomas	Cabinet
26/05/21	Low Cost Home Ownership Policy	Councillor Iain McIntosh	Nina Davies	Portfolio Holder
27/05/21	Housing Strategy	Councillor Iain McIntosh	Nina Davies	Portfolio Holder
27/05/21	Acquisition of Property Brecon	Councillor Iain McIntosh	Nina Davies	Portfolio Holder
27/05/21	Demolition of Garages	Councillor Iain McIntosh	Nina Davies	Portfolio Holder
27/05/21	Gypsy and Traveller Agreement	Councillor Iain McIntosh	Nina Davies	Portfolio Holder
07/06/21	Local Housing Market Assessment	Councillor Iain McIntosh	Nina Davies	Portfolio Holder
15/06/21	Biodiversity & Resilience of Eco Systems	Councillor Iain McIntosh	Sian Barnes	Cabinet
15/06/21	Home Grown Homes	Councillor Iain McIntosh	Nina Davies	Cabinet
15/06/21	End of Year Financial Position Revenue and Capital	Councillor Aled Davies	Jane Thomas	Cabinet
15/06/21	Powys Affordable Housing Programme Delivery Plan Guide	Councillor Iain McIntosh	Nina Davies	Cabinet
		Councillor Myfanwy		
15/06/21	Transforming Support at Home	Catherine Alexander	Dylan Owen	Cabinet
15/06/21	Levelling up Fund and Community Renewal Fund	Councillor Iain McIntosh	Diane Reynolds	Cabinet
22/06/21	Ysgol Dyffryn Trannon Language Category Consultation Report	Councillor Rosemarie Harris	Emma Palmer	Cabinet
22/06/21	HoWPS	Councillor Phyl Davies	Nigel Brinn	Cabinet
22/06/21	Ysgol Calon Cymru Proposal Paper	Councillor Phyl Davies	Emma Palmer	Cabinet
		Councillor Myfanwy		
22/06/21	Welsh Language Annual Report	Catherine Alexander	Bedwyr Fychan	Cabinet
22/06/21	Moving on Up	Councillor Iain McIntosh	Nina Davies	Cabinet
22/06/21	Bannau Camlas	Councillor Rachel Powell	Jan Coles	Cabinet
22/06/21	Historic Environment SPG	Councillor Iain McIntosh	Peter Morris	Cabinet
22/06/21	Archaeology SPG	Councillor Iain McIntosh	Peter Morris	Cabinet
22/06/21	Newtown Place Plan to adopt as SPG	Councillor Iain McIntosh	Peter Morris	Cabinet
06/07/21	Vision 2025: Our Corporate Improvement Plan Annual Performance Report	Councillor Rosemarie Harris	Emma Palmer	Cabinet

06/07/21 Schools Budget Outturn Reports	Councillor Phyl Davies	Mari Thomas	Cabinet
06/07/21 Llanfyllin Phase 2 Proposal paper	Councillor Phyl Davies	Emma Palmer	Cabinet
13/07/21 Castle Caereinion Consultation Report	Councillor Phyl Davies	Emma Palmer	Cabinet
13/07/21 Draft WESP	Councillor Phyl Davies	Emma Palmer	Cabinet
13/07/21 Llanfihangel Rhydithon Consultation Report	Councillor Phyl Davies	Emma Palmer	Cabinet
27/07/21 Quarter 1 Performance Report	Councillor Graham Charles Breeze	Emma Palmer	Cabinet
27/07/21 Quarter 1 Strategic Risk Register	Councillor Aled Davies	Jane Thomas	Cabinet
27/07/21 Revenue and Capital Update Quarter 1	Councillor Aled Davies	Jane Thomas	Cabinet
21/09/21 Ysgol Bro Hydden Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
21/09/21 Mount Street & Cradoc consultation report	Councillor Phyl Davies	Emma Palmer	Cabinet
21/09/21 Llanbedr Consultation Report	Councillor Phyl Davies	Emma Palmer	Cabinet
21/09/21 Churchstoke Consultation Report	Councillor Phyl Davies	Emma Palmer	Cabinet
21/09/21 Treasury Management Quarter 1 Update	Councillor Aled Davies	Jane Thomas	Cabinet
21/09/21 ACRF		Alison Bulman	Cabinet
21/09/21 Moving on Up	Councillor Iain McIntosh	Nina Davies	Cabinet
12/10/21 Ysgol Dyffryn Trannon Objection Report	Councillor Phyl Davies	Emma Palmer	Cabinet
02/11/21 Quarter 2 Performance Report	Councillor Graham Charles Breeze	Emma Palmer	Cabinet
02/11/21 Quarter 2 Strategic Risk Register	Councillor Aled Davies	Jane Thomas	Cabinet
02/11/21 Quarter 2 Revenue and Capital Update	Councillor Aled Davies	Jane Thomas	Cabinet
19/11/21 Homes in Powys Policy Update	Councillor Iain McIntosh	Nina Davies	Portfolio Holder
23/11/21 Castle Caereinion Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
23/11/21 Llanfihangel Rhydithon Objection report	Councillor Phyl Davies	Emma Palmer	Cabinet
23/11/21 Council Tax Base	Councillor Aled Davies	Jane Thomas	Cabinet
23/11/21 Treasury Management Quarter 2 Update	Councillor Aled Davies	Jane Thomas	Cabinet
14/12/21 Llangedwyn / Llanfechain consultation report	Councillor Phyl Davies	Emma Palmer	Cabinet
14/12/21 Llanfyllin Phase 2 consultation report	Councillor Phyl Davies	Emma Palmer	Cabinet
14/12/21 Ysgol Calon Cymru Consultation report	Councillor Phyl Davies	Emma Palmer	Cabinet
18/01/22 Draft WESP	Councillor Phyl Davies	Emma Palmer	Cabinet
08/02/22 Quarter 3 Performance Report	Councillor Graham Charles Breeze	Emma Palmer	Cabinet
08/02/22 Quarter 3 Strategic Risk Register	Councillor Aled Davies	Jane Thomas	Cabinet