Pecyn Dogfennau Cyhoeddus

Cabinet

Man Cyfarfod
Siambr y Cyngor - Neuadd y Sir, Llandrindod, Powys

Dyddiad y Cyfarfod
Dydd Mawrth, 11 Gorffennaf 2023

Amser y Cyfarfod
10.00 am

I gael rhagor o wybodaeth cysylltwch â
Stephen Boyd
01597 826374
steve.boyd@powys.gov.uk

Neuadd Y Sir
Llandrindod
Powys
LD1 5LG

Dyddiad Cyhoeddi

Mae croeso i'r rhai sy'n cymryd rhan ddefnyddio'r Gymraeg. Os hoffech chi siarad Cymraeg yn y cyfarfod, gofynnwn i chi roi gwybod i ni erbyn hanner dydd ddau ddiwrnod cyn y cyfarfod

AGENDA

1.	YMDDIHEURIADAU

Derbyn ymddiheuriadau am absenoldeb.

2.	COFNODION

Awdurdodi'r Cadeirydd i lofnodi cofnodion y cyfarfod diwethaf a gynhaliwyd ar 20 Mehefin 2023 fel cofnod cywir.

3.	DATGANIADAU O DDIDDORDEB

Derbyn unrhyw ddatganiadau o ddiddordeb gan Aelodau yn ymwneud ag eitemau i'w hystyried ar yr agenda.

4.	POLISI A CHANLLAWIAU RHEOLI RISG 2023

Ystyried adroddiad gan y Cynghorydd Sir David Thomas, Aelod Cabinet ar gyfer Cyllid a Thrawsnewid Corfforaethol.

5.	SEFYLLFA ALLDRO YSGOLION 31 MAWRTH 2023 A CHYNLLUNIAU

	CYLLIDEB 2023-24

Ystyried adroddiad gan y Cynghorydd Sir Pete Roberts, Aelod Cabinet ar gyfer Powys sy'n Dysgu a'r Cynghorydd Sir David Thomas, Aelod Cabinet ar gyfer Cyllid a Thrawsnewid Corfforaethol.

6.	**POWYS: CYNGOR NODDFA**

Ystyried adroddiad gan y Cynghorydd Sir Jackie Charlton, Aelod Cabinet ar gyfer Powys Wyrddach.

7.	**ADRODDIAD BLYNYDDOL Y CYFARWYDDWR GWASANAETHAU CYMDEITHASOL**

Ystyried adroddiad blynyddol y Cyfarwyddwr Gwasanaethau Cymdeithasol.

8.	**PENDERFYNIADAU DIRPRWYEDIG A WNAED ERS Y CYFARFOD DIWETHAF**

Nodi'r penderfyniadau dirprwyedig a gymerwyd ers y cyfarfod diwethaf.

9.	**BLAENRAGLEN WAITH**

Ystyried blaenraglen waith y Cabinet.

MINUTES OF A MEETING OF THE CABINET HELD AT COUNTY HALL AND ON ZOOM ON TUESDAY, 20 JUNE 2023

PRESENT
County Councillor J Gibson-Watt (Chair)

County Councillors J Berriman, J Charlton, R Church, S Cox, S C Davies, M J Dorrance, P Roberts, D Selby and D A Thomas

In attendance: County Councillors Aled Davies and Elwyn Vaughan

1.	APOLOGIES

There were no apologies for absence.

2.	MINUTES

The Leader was authorised to sign the minutes of the last meeting held on 23 May 2023 as a correct record.

3.	DECLARATIONS OF INTEREST

There were no declarations of interest.

4.	ESTABLISHING A WELSH-MEDIUM STREAM AT YSGOL Y CRIBARTH

Cabinet was advised that one objection had been received during the statutory objection period. The report set out details of the objection and the local authority's response and recommended that the Council proceeded with implementation of the proposal to establish a Welsh-medium stream at Ysgol y Cribarth, as outlined in the Statutory Notice for the reasons set out in the report.

County Councillor Aled Davies was disappointed by the proposal for a dual stream school and his opinion this would not provide better outcomes and would be at a higher cost and not result in truly bi-lingual children. The Cabinet Member for a Learning Powys advised that this issue was dealt with at the Statutory Consultation Stage and it was demonstrated at that stage there is strong support in the community for this proposal rather than for a fully Welsh medium school. This initiative could be a potential role model school and shows how WESP is achieved. The Cabinet noted that there were no objections from local residents, pupils or staff to this proposal.

County Councillor Elwyn Vaughan advised that WESP welcomes this step forward. However, this should be seen as a transitional process as 60% in the reception class are already in the Welsh stream. WESP hoped that the situation can be reviewed in 3 or 4 years, to continue to develop the school and others schools in Ystradgynlais along the language continuum, so ensuring that all the young people in future are fully bilingual.

RESOLVED

1. **To receive the Objection Report in respect of formally establishing a Welsh-medium stream at Ysgol y Cribarth.**

2. **To approve the proposal to make a regulated alteration to formally establish a Welsh-medium stream at Ysgol y Cribarth from September 2023.**

5.	DRAFT WELSH LANGUAGE STANDARDS ANNUAL REPORT 2022-2023

Cabinet considered the Draft Welsh Language Standards Annual Report which outlined work undertaken during 2022-23 to ensure compliance with the Welsh Language Standards under the Welsh Language (Wales) Measure 2011, and performance against the requirements of the Standards.

Comment was made that the level of calls abandoned by both Welsh and English callers were fairly similar and that improvements to the Customer Service response times for all users was required.

County Councillor Elwyn Vaughan noted the historic context of the report but considered that the promotion plan which would be considered in the next few weeks showed the cross-party political will to the development of the Welsh Language. Leaders and staff need to understand the policy and take action and the number of staff fluent in Welsh needed to increase.

In response to a question from Councillor Aled Davies, the Leader advised that resources would be made available to implement the action plan.

> **RESOLVED to approve the Draft Welsh Language Standards Annual Report 2023 for it to be published on the Council's public website by 30 June 2023.**

6.	FINANCIAL OUTTURN FOR THE YEAR ENDED 31ST MARCH 2023

Cabinet considered the revenue budget outturn for the 2022/23 financial year. The final outturn reported a net underspend, after contributions to specific reserves, of £6.7 million against the £221.9 million budget a 3.0% variance (excluding Schools and the Housing Revenue Account).

The Council's financial position had improved by £3.3 million against the published February underspend forecast of £3.4 million, supported by additional grant funding provided by Welsh Government and the UK Governments Shared Prosperity Fund.

This position would release one off funding to support the increasing pressure already facing the 2023/24 revenue budget particularly that relating to teachers and staff pay as pay award negotiations create unfunded pressure in next financial year. This goes some way to de-risk the Councils financial position in the short term but did not reduce the ongoing base budget pressure that continued to create a gap in budget plans for next year and future years.

The report set out a number of virements.

Councillor Aled Davies questioned whether investments had been delayed too quickly and noted that over £1m had been underspent in social care and commissioning at a time when people are in hospital and not being provided with a care package. In response, the Leader and the Cabinet Member for a Caring Powys advised that the inability to provide care packages was due the difficulties in recruiting and retaining staff in the care sector, which was a national problem. Work was ongoing with health and care providers to address this issue.

RESOLVED

1. **That Cabinet note the full year outturn position to the end of March 2023 and the variances reported against the approved budget.**

2. **That the virement to transfer the £468,000 balance on the Transformation budget, as set out in section 6.3 of the report, is rolled forward to support transformation costs in 2023/24.**

3. **That the virements proposed as set out in section 7 are approved**

4. **That the virements at 7.2 relating to Insurance and at 7.5.1 relating to the Transport Fund are recommended to council for approval in order to comply with Financial Regulations, being requests for over £500,000.**

7.	CAPITAL OUTTURN 2022-23, AS AT 31ST MARCH 2023

Cabinet considered an update on the financial position of the Council's capital programme for 2022/23 as at 31st March 2023. The revised programme at the 31st March 2023 was £95.00 million following the successful award of additional grants and the reprofiling of budgets between financial years. Actual spend amounted to £65.54 million, representing 69% of the total budget. The report also set out requests for a number of virements.

RESOLVED

1. **That the contents of this report are noted.**

2. **That the virements in section 5 of the report are approved.**

8.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING

Cabinet noted the delegated decisions taken by Cabinet members since the last meeting.

9.	FORWARD WORK PROGRAMME

Cabinet noted the forward work programme.

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10.	EXEMPT ITEMS

RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 3 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

11.	PROPERTY IN NEWTOWN

Cabinet considered a confidential report on the purchase of a property to enable improvements to the active travel path and National Cycle Network.

Officers responded to questions regarding the availability of grants from the Welsh Government and Transport for Wales. Officers advised that "in principle" agreements had been obtained from the Welsh Government.

RESOLVED to approve the purchase of the property for the sum reported and thereafter carry out active travel improvements and re-sell the property.

County Councillor J Gibson-Watt (Chair)

CYNGOR SIR *POWYS* COUNTY COUNCIL.

CABINET EXECUTIVE
Tuesday 11th July 2023

REPORT AUTHOR:	**County Councillor Cllr David Thomas** **Portfolio Holder for Cabinet Member for Finance and Corporate Transformation**
REPORT TITLE:	**Risk Management Policy and Guidance 2023**

REPORT FOR:　Approval

1. Purpose

1.1 The purpose of this report is to present the Council's new **Risk Management Policy and Guidance 2023** for consideration, and to seek Cabinet's sign off for its adoption and publication. This document is the successor to the Risk Management Framework 2019.

1.2 The Council's **Risk Management Policy and Guidance 2023** (available in Appendix A) sets out our revised approach to managing risk. It provides clear guidance on the how to implement best practice management of risk across the Council. It is designed to provide all the information and supporting templates required to develop, implement, and maintain risk management within the Council. Services need to take more responsibility for risk management to ensure that risk is used alongside day-to-day practises.

2. Background

2.1 The document was developed following a review of its predecessor, the Risk Management Framework 2019, building on our learned experiences and good practice. Importantly, the roles and responsibilities associated with risk management are given greater emphasis to ensure that ownership and accountabilities are clear. As well as more detailed guidance to help safeguard the Council and building resilience into our services.

2.2 A risk-managed approach to decision making will help us to achieve the well-being objectives in Stronger, Fairer, Greener: Our Corporate plan, deliver services more efficiently, use innovative and cost-effective means, while operating within the bounds of the Councils willingness to take risk.

2.3 The information and guidance included in this paper will help both officers and services, as well as members and other stakeholders such as partners approach the practice of managing risk within the Council.

2.4 This policy and guidance is for everyone but in particular anyone working in the Council and partners working within the Councils framework who:

- Provides oversight to the management of risk process
- Has the responsibility for managing risk or contributes to it
- Has been tasked with implementing a management of risk approach across the Council and partnerships
- Has been tasked with improving management of risk across the Council or a particular activity e.g. a programme or project
- Would like to ensure the Council's current management of risk approach is aligned to best practice

2.5 There are no significant changes, but a strengthening of guidance as a whole, and in particular the risk escalation process and programme/projects and partnerships risk management, however the following improvement to JCAD should be noted:

➢ A decision was made to activate the functionality in JCAD to improve the management of controls (mitigation). By populating these new categories, it will enable senior management as well as Governance & Audit to gain greater insight to the progress of controls, accountability and offer assurance that the Council is successfully managing risk
➢ Since Cabinet approved the 'Risk Appetite' for the Council in March the previous field of 'source' has been changed to 'Organisational activity' to support the new appetite categories

And the Risk Assessment Matrix, Likelihood / Impact Guidance updated.

2.7 SWAP Internal Audit into Risk Management March 2023 found the Council 'reasonable' when investigating if the Council has a planned and systematic approach to the identification, evaluation and management risks to control the probability and/or impact of unfortunate events, or to maximise the realisation of opportunities.

In summary the Council has made progress in its risk maturity journey moving from assessment rating 2 to 3 in the criteria levels of leadership, risk strategy, people, partnership, risk handling and outcomes. Demonstrating clear improvement at the higher organisational levels of the Council **however improvement is needed at the lower levels to strengthen risk management ownership across the Council**. The full report can be found in appendix b alongside its action plan response.

3. Advice

3.1 It is proposed that the **Risk Management Policy and Guidance 2023** (provided in Appendix A) is approved for publication and is implemented immediately.

3.2 Regulators and risk management professionals recommend as good practice to continuously review and improve risk management methodologies. This

document and processes will be reviewed every 3 years or after the release of new risk management legislation, government guidance or an audit review, to ensure that the approach remains relevant and robust.

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 a risk and decide if the best course of action is to tolerate or treat.

4.2 The Head of Finance (Section 151 Officer) comments "A risk-managed approach to decision-making will help the Council achieve its objectives and deliver services more efficiently, while operating within the bounds of our willingness to take risk. This policy / guidance provides an approach to implementing best practice management of risk across Powys County Council."

5. **Legal implications**

5.1 Legal: Comment sought

5.2 The Head of Legal Services and the Monitoring Officer has commented as follows: Comment sought

6. **Data Protection**

6.1 N/A

7. **Comment from local member(s)**

7.1 N/A. This proposal relates to the whole county.

8. **Integrated Impact Assessment**

8.1 N/A. The Risk Management Policy and Guidance 2023 is not setting out any changes or proposals to service delivery.

9. **Recommendation**

9.1 It is recommended that the Risk Management Policy and Guidance 2023 (as outlined in Appendix A) is approved.

9.2 The recommendation above will ensure:
- The Council has a clear approach to Risk Management
- The relevant parties understand their roles, responsibilities, and accountabilities for Risk Management
- A risk managed approach to decision making and good governance of the Council

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Head of Service: Jane Thomas, Head of Finance

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

CABINET REPORT NEW TEMPLATE VERSION 3

STRONGER *fairer* GREENER

Powys County Council Risk Management Policy and Guidance

(UPDATE March 2023)

From risk to results, resilience and reward

Mae'r ddogfen hon hefyd ar gael yn Gymraeg

If you would like this document in a different format, please contact financial services

Powys

Contents

Acknowledgements

Foreword

At a time when Powys County Council is facing increasing and 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 our Corporate and Strategic Equality Plan and deliver services more efficiently, using innovative and cost-effective means.

The global COVID-19 pandemic has had a dramatic effect on perceptions of risk, with new threats and concerns coming to the fore as everyone adapted to the new circumstances. Understanding the nature of these risks enables organisations like the Council to take the necessary mitigation action promptly.

The policy and guidance has been reviewed and developed to ensure that at all levels of the Council we are able to identify risks which would prevent us from achieving our objectives (including failing to take advantage of opportunities).

There is clear guidance on the terminology associated with risk management and the process itself, along with a set of practical tools and techniques to help us manage risks, deliver objectives, meet targets and maintain resilience.

We must not lose sight of the fact that risk is inextricably linked to opportunities and innovation. The Council cannot be overly risk adverse and it needs to take full advantage of opportunities for improving services, and therefore we need to be proactive in the way that we manage our risk.

As Portfolio Holder with the responsibility for this key area, I recognise having a better understanding of the importance of, and fully implementing risk management will make a huge contribution to the Council. Better identification of risks and their management will mean that better use of resources is achieved. If we use the resources available to us more efficiently and effectively whilst developing new and better ways of working, the service to our customers can only be improved.

Councillor David Thomas

Cabinet Member for Finance and Corporate Transformation

2. Introduction to Risk Management in Powys County Council

Being Risk Aware – Not Risk Averse

Risk management is NOT about eliminating all risks. It is about gaining a better understanding of the nature, scale and potential effects, and then taking action to reduce or mitigate downside threats and maximise upside opportunities.

2.1 Purpose and use of the policy and guidance

A risk-managed approach to decision-making will help the Council achieve its objectives and deliver services more efficiently, while operating within the bounds of their willingness to take risk.

This policy / guidance provides an approach to implementing best practice management of risk across Powys County Council. It is designed to provide all the information and supporting templates required to develop, implement and maintain risk management within the Council.

Powys County Council use risk management processes and principles at **every** level of the organisation, including operational at service level, change management and improvement through programme and project management and improving performance, as well as strategic planning and decision making, working with partnerships, and third parties.

2.2 Who should use this toolkit?

Everyone! The information and guidance included in this toolkit will help both officers and services, as well as members and other stakeholders such as partners approach the practice of managing risk within the Council. This toolkit is for anyone working in the Council and partners working within the Councils framework who:

- Provides oversight to the management of risk process
- Has the responsibility for managing risk or contributes to it
- Has been tasked with implementing a management of risk approach across the Council and partnerships
- Has been tasked with improving management of risk across the Council or a particular activity e.g. a programme or project
- Would like to ensure the Council's current management of risk approach is aligned to best practice

2.3 How to use this policy / guidance

In order for risk management to be effective in Powys County Council, a phased approach is required, with each phase building on previous steps. This policy / guidance is organised according to these phases.

Sections 3 - 6 provides definitions, outline the risk management landscape and relevant risk management standards/guidelines.

Sections 7 - 12 are more specific to Powys County Council and contains documentation relating to:

- Risk management governance and infrastructure
- Risk management process
- Integration of risk management
- Risk management culture
- Risk management continuous improvement

The appendices provide support material that should be used at all governance levels to ensure that an effective risk management process is in place.

2.4 Risk management information system

In Powys County Council we use a computerised system called JCAD Core to assist in consolidating risk information. It provides tracking and management reporting capabilities to enable the Council to monitor and control its overall risk profile as well as reporting and providing risk information where needed.

3. Definitions and benefits

3.1 There are numerous definitions of risk and risk management however the only definitions that Powys County Council use formally, are the following ISO 31000:2018 Risk Management[1]:

Risk is defined as: Effect of uncertainty on objectives.

Risk management is defined as: Coordinated activities to direct and control an organisation with regards to risk.

[1]ISO 31000:2018 Risk Management. ISO 31000 is a family of standards relating to risk management codified by the International Organization for Standardisation.

3.2 It is important to note that risk should not be seen as negative, there can be positive opportunities arising from risk.

3.3. It's also important to highlight the difference between a risk and an issue.

A risk is something that hasn't happened yet but has some probability of occurring. An issue is essentially a risk that has happened. In other words, risks are potential future problems and issues are current problems. Risk Management is the practice of identifying potential problems and managing them before they happen. Issue Management is the practice of clearing current problems. This guidance relates to Risk Management.

3.4 To ensure consistency of understanding a glossary of key terms is provided in Appendix A.

3.5 Some of the benefits of risk management include:

- Setting the desired risk culture
- Increased ability to secure funding

- Increased effectiveness of change projects and programmes
- Enhanced political and community support
- Reputation protection and assets
- Improved operational efficiency
- Enabling risk taking in chosen areas
- Demonstration of good governance
- Achievement of the organisations' objectives
- Better delivery of intended outcomes
- Better mitigation of key risks
- Protection of budgets from unexpected financial losses
- Reduced losses from workplace accidents and illnesses
- Maximised opportunities

3.6 Successful risk management is underpinned by:

- A simple, understood process integrated with other management practices
- A supportive organisation
- Leadership
- Methods, tools and techniques
- The mandate to challenge constructively
- Stakeholders buy-in
- Committed and competent people
- Visibility of the risk manager at both strategic and operational meetings to provide assurance of an effective process for managing risk

4. Risk Management Landscape

4.1 Management of risks has never been more critical as local government undergo constant change from changing social, environmental, financial, political, technological and legislative landscapes.

4.2 Some of the factors behind this period of change are:

- Managing recovery and business as usual from the COVID-19 pandemic
- New service delivery models
- Maintaining organisational and financial resilience
- Partnership working with other public, private and third sector organisations to deliver outcomes and critical operations
- Changing roles and responsibilities for public service organisations
- Greater pressure for public service organisations to be creative and innovative to increase efficiencies within a limited financial envelope
- Increased opportunities for agile and remote working
- Meeting climate change targets, transitions, adaptations, and mitigations
- Supporting continuing professional development and wellbeing our workforce

4.3 Having successfully implemented a more structured approach to risk management, the journey continues to improve and embed. Our governance structures aim to create a risk aware culture with better foresight of risk and focus on embedding risk management processes.

5. Risk Management Standards

5.1 All-risk standards and guidelines that exist aim to:

- Ensure appropriate accountability for risk management
- Strengthen an organisations resilience to risk
- Account for the full range of risks faced by organisations
- Maintain quality and relevance of risk management practice
- Provide a structure to activities

Although they may differ in content and methodology.

5.2 Common characteristics exist across a number of best practice risk management standards and guidelines **and play an important part in this Risk Management document.**

Governance and infrastructure

Adoption and communication of a cross Council risk management approach with executive level support, policies, standardised processes and clearly defined accountabilities. Management of risk is fundamental to planning and performance and there is a clear vision of risk appetite.

Risk identification, assessment and prioritisation

Risks and opportunities are identified systematically and consistently across the Council, strategic decisions and partnerships. Risks are assessed and prioritised to focus time and resource on the critical risks. Risk assessment takes into account both qualitative and quantitative risk correlation.

Risk treatment and control

Controls/mitigations are tested and action plans developed, implemented and reviewed, ensuring risk management and risk transfer decisions are informed.

Reporting, monitoring and communication

There is a governance framework in place to facilitate risk reporting and monitoring at all levels of the Council. Reporting is underpinned by tools and systems. Management fully understand and monitor the risks the Council faces as well as the effectiveness and purpose of risk management. When required independent assurance found and given.

Culture

A risk aware culture exists, and employees understand the benefits of risk management and have the knowledge, skills, tools and support to embed a risk management process.

Partners / Third Parties

The Council has robust risk management practices in place when working with external organisations and partners.

6. Our Risk Management Policy Statement

Powys County Council recognises risk management as a vital activity that underpins and forms part of our vision, values and strategic objectives, as well as providing confidence to our community. This risk management policy statement and supporting documentation form an integrated framework that enables the Council to manage risk effectively.

Risk is present in everything we do, and it is therefore our policy to identify, assess and manage the key areas of risk on a pro-active basis. The aim of our risk management approach is that it will be fit for purpose, is underpinned by the characteristics detailed in section 5.2, reflect our size and the nature of our various operations and use our skills and capabilities to the full. In doing so we provide assurance to all stakeholders that risk identification and management plays an important part in the delivery of our strategy and related objectives.

It is important to define the level of risk exposure Cabinet considers acceptable for the Council and set a risk appetite. This will enable the Council to gain a clear picture of which risks could threaten its ability to achieve its objectives.

Risk management needs to be embedded throughout all processes, programmes, projects and strategic decisions, including procurement and contracting which will ensure partnerships and third-party relationships are fully compliant with the risk management policy of Powys County Council.

We will involve, empower, and give ownership to all of our staff in the identification and management of risk. Executive and senior management will regularly support risk management through discussion and appropriate action. This will include a thorough review and confirmation of key risks, evaluating their mitigation strategies/controls and establishing underpinning actions to be taken to reduce them to an acceptable level.

Managing risks will be an integral part of both strategic and operational planning (corporate, service, programme, project) and the day-to-day running, monitoring, development and maintaining of Powys County Council.

7. Risk Management Structure

In order to ensure successful implementation, it is essential for risk management to gain endorsement and support from all levels of the Council

7.1 In order for risk management to be embedded fully within the Council, all employees at all levels of the organisation have a responsibility for managing risk in their own work, their wider service and at a corporate level. As such the risk management structure of Powys County Council is built on and aligned with existing structures and reporting lines. Roles and responsibilities for risk management are set out as follows:

7.2. First line: Services are responsible for identifying; assessing; recording; addressing; and escalating risks associated with strategic and operational decision making and ongoing service delivery. This also includes partnerships.

Second line: Senior Leadership Team, Executive Management Team, Cabinet, Scrutiny Committees and Governance and Audit Committee are responsible for providing ongoing oversight, challenge and assurance in a 'constructive critical friend' capacity; setting and driving a positive risk culture through delivery of ongoing support and engagement across first line teams.

Third line: Independent assurance on the design and effective application of risk management and its framework is provided by Internal Audit who regularly assess the Councils level of maturity and effectiveness of its approach (the level, understanding and effectiveness of an organisation's management of risk).

7.3 The roles and responsibilities of each aspect of the risk structure are shown below:

Cabinet

- Agree on the risk appetite for the Council
- Approve the risk management policy and guidance
- Approve and review the strategic risks to the Council and the controls that are in place and seek and provide assurance to stakeholders that the risks are being effectively managed
- Ensure that risk is considered as part of the decision-making process
- Constructively challenge and review the content of the Strategic Risk Register and individual portfolio areas, ensuring procedures are in place to monitor the management of risks
- Review the Council's approach to risk management and approve changes or improvements to key elements of its processes and procedures

Governance and Audit Committee

- Gain assurance that risk management is being properly undertaken including governance of risk, leadership, integration of risk management into wider governance arrangements, and ownership and accountability for risks and their controls
- Oversee the risk management policy and guidance and their implementation in practice
- Oversee the integration of risk management in governance and decision-making processes
- Consider the effectiveness of internal controls and monitor the implementation of agreed actions
- Oversight of strategic risk adherence and undertake deep dives into specific service / project risk as part of their annual plan activity

Scrutiny Committees

- To scrutinise strategic risks and their control actions through the strategic risk registers reports including progress reviews
- Monitor progress in addressing risk related issues reported to the committee
- To scrutinise service, project, transformation and partnership risk registers on scrutiny's request.

- Consider the effectiveness of internal controls and monitor the implementation of agreed actions

Internal Audit

- Create an audit plan that is aligned to the strategic and service risks as well as assessments
- Review/challenge the effectiveness of the management of risk framework
- Review the progress of planned actions as a result of audits
- Test and validate existing controls

Executive Management and Senior Leadership Team

- Regularly review the risk management policy and guidance to ensure that it underpins the Corporate and Strategic Equality Plan and the wider strategy and objectives of Powys County Council
- Deliver against the risk appetite for the Council
- Review the key risks across the Council, consider their importance against strategic objectives and action further controls as required
- Allocate sufficient resources to address top risks
- Report on key risks and controls in line with the Council's risk management strategy
- Create an environment and culture where risk management is promoted, facilitated, and appropriately undertaken by the Council
- Constructively challenge and review the contents of their individual Risk Registers, ensuring procedures and mitigations are in place and followed, to monitor the management of risks
- Responsible for working together effectively to manage risk across the Council
- Propose escalation or de-escaltion of strategic risks
- Champion risk management activities, educate colleagues, and raise awareness of the benefits of managing risk effectively
- Link up with other key Council activities e.g. self-evaluation, performance, finance

Service/Operational Management Teams

- Manage risk effectively in their area of responsibility and proposing escalation or de-escalation of strategic risks, this includes across wider partnerships and projects they lead on
- Complete the risk management process and risk reporting procedures as per Powys County Council guidelines
- Complete, track, and monitor the progress of the service risk register
- Promote and share management of risk best practice across the Council
- Link up with other key Council activities e.g. self-evaluation, performance, finance

Service/Operational Managers

- Responsible for working together effectively to manage risk effectively in their area of responsibility
- Propose practical risk control improvement options if performance is weakening (linking with integrated business plans, performance reporting and panel assessments)
- Proactively responding to a changing service risk
- Complete the risk management process and risk reporting procedures as per Powys County Council guidelines
- Complete, track, and monitor the progress of action plans
- Link up with other key Council activities e.g. self-evaluation, performance, finance

Programme/Project Managers

- Complete the risk management process and risk reporting procedures as per Powys County Council guidelines
- Record all risks associated with their programmes/projects
- Ensure that when necessary risks are proposed for escalation to the relevant service, programme board or strategic risk register
- Link up with other key Council activities e.g. self-evaluation, performance, finance

Risk Champions

- Communicate the benefits of risk management process and risk reporting procedures across their operational area
- Help ensure the commitment of key stakeholders is obtained
- Share best practice with other Risk Champions
- Help facilitate the risk management process and risk reporting procedures across operational areas

Principal Risk Officer

- Coordinate the Councils risk management activity
- Develop and maintain the risk management policy, methodologies and tools for the management of risk
- Highlight any significant new or worsening risks to the Executive Leadership Team/Senior Leadership Team/Cabinet for review and action
- Assist in the delivery of the management of risk process and aggregation of risk profiles across the Council
- Provide guidance, training, and advice on the management of risk
- Promote and share management of risk best practice across the Council

All staff

- Understand and comply with the risk management processes and guidelines of Powys County Council utilising training and e-learning
- Monitor their own area on an ongoing basis to identify new and emerging risks and propose escalation as required

7.4 Escalation of a risk (including project risk) is an important part of the risk management structure. Typically identified risks will escalate through the Council as follows.

Officers to Service Managements Teams to Senior Leadership Team to Executive Management Team to Cabinet. With extra step of reporting to Scrutiny, Governance and Audit Committee for scrutiny and assurance with EMT and Cabinet.
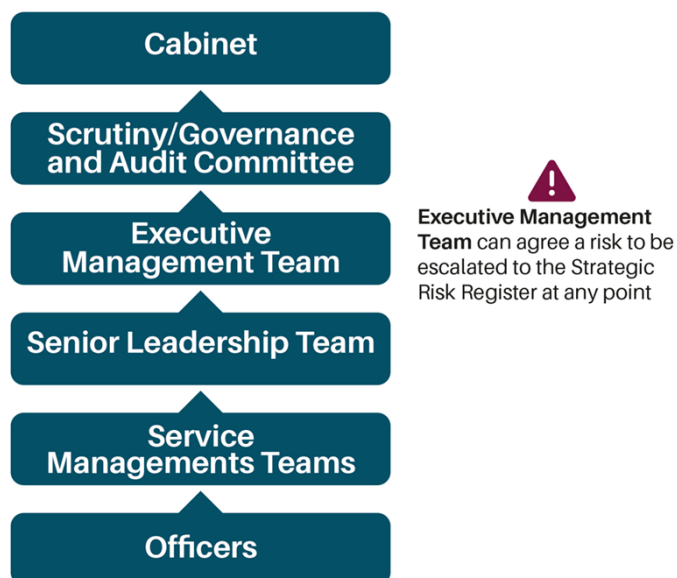
However, this is not prescriptive, risks can be identified at any level. Not all risks will be escalated to the highest tier i.e. Strategic Risk Register, they will be treated (and held) at the most appropriate level.

7.5 Transformation portfolio risks due will follow its own escalation process as follows:

Officers/Other Stakeholders to Programme Board report to Transformation Delivery Board to Senior Leadership Team to Executive Management Team to Cabinet. With extra step of reporting to Scrutiny, Governance and Audit Committee for scrutiny and assurance in between EMT and Cabinet.

Cabinet

↑

Scrutiny/ Governance and Audit Committee

↑

Executive Management Team

↑

Senior Leadership Team

↑

Transformation Delivery Board

↑

Programme Board

↑

Officers/ Other Stakeholders

7.6 A proposal to escalate a risk to the Strategic Risk Register is integrated in the Councils Strategic Risk Register reporting which adheres to the performance reporting timetable however Executive Management Team can agree a risk to be escalated to the Strategic Risk Register at any point.

8. Risk Appetite

8.1 Risk Appetite Definition

8.1.1 In accordance to ISO31000 our risk appetite is the amount and type of risk that Powys County Council is willing to accept before action is deemed necessary to reduce that risk.

8.1.2 The risk appetite definition for the Council is the amount and type of planned risk we are willing to take to meet strategic objectives and deliver services. Risk appetite can and will vary across levels of service, based on a number of factors including knowledge, understanding, and past experience. Risk appetite will change over time and can also vary between different types of risks and events.

8.1.3 By deciding risk appetite, the Council will more effectively prioritise risk for mitigation, better allocate resources, and demonstrate more robust decision making around project/programme initiation.

8.2 Why define a Risk Appetite

8.2.1 Not all risk is undesirable. If risk were avoided completely then organisations limit their chances of fully achieving their objectives. By deciding a risk appetite, the Council is able to more effectively mitigate, allocate resources, and demonstrate more robust decision making around project/programme initiation, ensuring that everyone understands, and is aware of the risks it is prepared to accept in the pursuit of its aims and objectives.

8.2.2 The Council's risk appetite should clarify the options on risks taken and those which should be avoided or reduce as a priority. By formalising a risk appetite, the Council is able to provide clear guidance to all Council employees, members and partners on the level of risk which can be accepted. It should be used to ensure consistency in, and accountability for:

- The reporting and management of risks
- The extent of governance arrangements and controls required
- Assessments of the suitability of proposals (savings, strategies, policies etc.)

8.2.3 The Council recognises effective risk management considers opportunities as well as threats. The risk approach is to seek the right opportunities and, where possible, minimise threats. By encouraging managed risk taking and considering all of the available options will ensure a balance approach between caution and innovation.

8.4. Governance of Risk Appetite

8.4.1 A risk appetite will change over time. It should therefore be reviewed on a regular basis and after any major significant change, to ensure it is relevant and reflect any changes in regulations or circumstances, and level of exposure the Council is willing to accept. Risk appetite can vary across different risk categories, some significantly and at times there will be difficult conflicts to manage. For example, the Council may have a higher risk appetite in its approach to commercial partners, than it would have in the provision of frontline services.

8.4.2 As such it is a live document that will be regularly reviewed and modified by the Executive Management Team and approved by Cabinet after scrutiny and Governance and Audit committees, so that any changes to organisational strategies, corporate or programme objectives or its capacity to manage risk are properly reflected.

8.5 Programme and Project Risk Appetites

8.5.1 Although the Council has defined their risk appetite for Programmes and Project Delivery (see appendix B), each programme or project should consider if a further defined approach is necessary at programme or project level to articulate risk context, ensuring that the programme/project understands and is aware of the risks it is prepared to accept in the pursuit of its aims and objectives.

8.5.2 If a defined approach is agreed, it should be reviewed regularly (review dates set by the board) and modified so that any changes to programme/project objectives or the capacity to manage risk are properly reflected. It should also be communicated throughout the programme/project to embed sound risk management and to ensure risks are properly identified and managed.

8.6. Risk Appetite

8.6.1 The risk appetite has been defined following consideration of risks, issues and consequences. At each level there is a balance between risk and reward. Appetite levels vary, in some areas risk tolerance will be cautious, in others it will be willing to carry risk in the pursuit of important objectives/highest reward. The Council will always aim to operate organisational activities at the levels defined below. Where

activities are projected to exceed the defined levels, this must be highlighted through appropriate governance mechanisms.

8.6.2 The Council uses the following definitions of risk appetite levels.

Aligning Risk Appetite to Risk Matrix	Definition
Unacceptable	The level of risk is completely unacceptable and will not be tolerated. Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks. The Council is not willing to take risks at this level and action should be taken immediately to manage the risk and identify the actions and controls necessary to manage the risk down to an acceptable level. If still scored 15 or above report the risk to the Strategic Risk Officer and Directors. The risk will be taken to SLT then Cabinet to be considered for escalation on to the Strategic Risk Register (SRR) and steps will be taken to collectively review the risk and identify any other possible mitigation (such as controls). If escalated SLT and Cabinet will actively monitor and provide guidance on the ongoing management of risks at this level as part of the SRR process. Appropriate mitigating actions should be implemented urgently to ensure that the risk is treated to the fullest extent possible, with the objective of preventing the risk from becoming an issue.
Low Risk Level 1-6	This level of risk needs to be considered carefully. The lower level of the range may be accepted with appropriate mitigating actions implemented immediately to treat the risk and prevent it from becoming an issue where possible. However, the higher end of the range is unacceptable, and controls should be implemented immediately. If still scored 15 or above report the risk to the Strategic Risk Officer and Heads of Service.
Moderate Risk Level 8-12	A moderate level of risk can be accepted. Appropriate mitigating actions should be implemented immediately to either prevent the risk from becoming an issue or detect the issue and ensure that it is addressed.
High Risk Level 15-25	A high level of risk is acceptable however appropriate mitigating actions should be implemented to identify issues that might result from these risks and address them where feasible and practical.

8.6.3 Appendix B displays the Councils definitions of risk appetite levels by organisational activity.

9. Risk Management Process

9.1 Risk Management in Powys County Council is a continuous process involving the identification of risks, prioritisation of these risks, and implementation of actions to further mitigate the top risks.

Risks to an organisation can have positive and negative impacts. A positive risk, if identified early and managed well, could be an opportunity and benefits realised e.g.

A public service organisation can help nurture opportunities for growth and renewal in the area and community it serves.

9.2 The risk management process adopted by Powys County Council and explained in section 9.3 is summarised in the diagram below.

Step 1 – Risk Identification and recording.

9.3 The purpose of risk identification is to generate a comprehensive inventory of risks based on those events which might create, prevent, accelerate or delay the achievements of our objectives. It is vital that we identify risks at every level of the Council, this includes project, programme, service, operational and corporate.

Identification Techniques

9.3.1 There are a variety of techniques and methodologies that can be used to identity risks within the Council. This process should begin by reviewing the existing risk registers and asking the following questions:

- Have any of the recorded risks changed significantly in terms of impact or likelihood?
- Are any risks missing from the risk register?
- Is anything planned over the next 12 months that will give rise to a significant risk?
- Link with IBP, performance e.g. Is performance weakening?

The risk identification process should also include:

- Analysis of previous losses, events, incidents (issues) and lessons learnt
- Technical briefings, national reports, and networking
- Horizon scanning (See 9.3.2.)

There are many other examples of risk identification techniques which could be useful in identifying risks at all levels of the Council. These include:

- Questionnaires; Interviews; Workshops; SWOT analysis; PESTLE analysis; Bowtie analysis

For a general overview checklist of risks, or risk universe, to assist in identifying key risks see Appendix C.

Identify new and emerging risks

9.3.2 The risk identification exercise should not be limited to a review of existing risk registers; it must also include some fresh thinking on what new and emerging risks need to be considered. Another important technique for identification of risks and opportunities in the longer term is 'Horizon Scanning'.

9.3.3 Horizon scanning will ensure you are adequately prepared for potential opportunities and threats. This is not about trying to predict the future but rather to develop insights into likely future developments, help services to think 'outside the box' and review options so that evidence-based decisions can be made. Horizon scanning is becoming increasingly important as we deal with the impact of technological, demographic and cultural changes.

As part of the annual Integrated Business Planning process all services should consider potential threats, risks, emerging issues, and opportunities, beyond the traditional term of their plan. This will allow for better preparedness and will build resilience into future service delivery. It may be on the horizon, but it's important to articulate clearly what resources and actions are needed now.

An important element of Horizon Scanning is to research and examine information and intelligence from within and outside the Council. This could include looking at changes in social, political, economic, competitive, technological, regulatory, environmental, security or safety. For advice on gathering relevant intelligence for your service area, contact the Business Intelligence Team, Transformation and Democratic Services (business_intelligence@powys.gov.uk).

9.3.4 It is important to ensure risk descriptions are brief but fully communicate each risk.

Recording risk

9.3.5 Powys County Council records all risk using the electronic risk management system, JCAD Core. This system forms the risk register at a strategic, service, projects and programme level. **The Council therefore expect ALL service areas to record their risks on JCAD CORE** which is administered by the risk management officer. A JCAD training guide and video is available to all staff as well as regular introduction/refresher sessions.

During the risk identification process you should complete all new risk fields (in the relevant register). Following are some of the fields required when recording a risk.

- **Risk ID:** JCAD provides a unique number/letter that will follow the risk for the duration of the processes to enable monitoring and reporting
- **Risk category:** The category that the risk fits into
- **Risk identified:** A brief articulation of the risk. This needs to be specific so not to overcomplicate the risk register. But it also needs to fully articulate the risk

in question to ensure that it is clearly understood by the reader. The risk title may form the basis of reporting

- **Potential Consequence:** The consequence to your organisation should the risk materialise? More than one consequence can be recorded for each risk
- **Date:** The date the risk was identified
- **Owner:** Responsible person for managing and reporting progress against this risk. The risk owner should be someone with knowledge of the risk area and be senior enough to insist control actions are completed
- **Current controls:** A list of the current controls that are in place to mitigate the risk. These should be specific and auditable. A control should either reduce the likelihood of the risk materialising and/or reduce the impact should the risk materialise
- **Inherent and Residual risk rating:** Refer to the risk matrix in appendix D to set the risks probability and impact

Risk register

9.3.6 The risk register is a critical tool for capturing and reporting on risk activity, it is a live database where new risks are captured, others are managed to extinction, and some require close and regular monitoring. The data within the register is used to inform the Council of threats and opportunities that it faces in the delivery of its objectives. It is part of the Councils internal governance and performance frameworks and is used to ensure the organisation operates effectively.

9.3.7 Powys County Council expects all service areas and Transformation Programmes to be using the JCAD Core Risk Management System to record and manage their risks. The risk registers are owned by the individual Head of Service or Programme Manager, and it is their responsibility to ensure that these are reviewed at least every quarter.

9.3.8 For Powys County Council Services, relevant Portfolio Holders will expect to see the risk registers as part of their quarterly performance monitoring.

9.3.9 The Strategic Risk Register contains risks, that should they occur, could have a fundamental impact on the Council's ability to operate and achieve its objectives including strategic ones. Risks with a current risk score of 15 or above on the matrix (appendix D), will be considered by Senior Leadership Team/Executive Management Team for escalation to the Strategic Risk Register.

The Strategic Risk Register is the means by which members and leaders of Powys County Council can focus on the strategic and business critical risks and review the effectiveness of risk management arrangements to monitor these risks. The Strategic Risk Register is owned by the Executive Management Team and used by them and Cabinet to ensure the highest risks are being managed effectively.

The standard approach is to report and escalate risks on a timely manner basis. However, risk management in Powys County Council is a dynamic 'live' process and officers and members are encouraged to report and escalate significant risks as frequently as required, thereby fast tracking the typical Strategic Risk Register reporting cycle where merited.

9.3.10 Other processes where risk is captured and recorded, also underpin the risk registers: service delivery plans, budget planning and monitoring, programme/project delivery, partnership working, contracts and commissioning, health and safety, civil protection, impact assessments and business continuity planning, to name but a few.

Step 2 - Analyse, assess/evaluate risks.

9.4 The risks that have been identified need to be assessed so that Powys County Council can prioritise mitigating actions towards better controlling those risk areas that are most likely to prevent or hinder the achievement of related objectives.

9.4.1 Powys County Council use a set criterion (risk matrix) for the analysis of risks (both threats and opportunities). This assessment criteria has been agreed by Cabinet and Senior Leadership/Executive Management Team. The risk matrix is in appendix D of this document.

Assessment techniques

9.4.2 Risks need to be assessed in terms of the probability (likelihood) of them occurring and the impact (severity) they may have, if they do. This gives an indication of the inherent risk before any planned control measures (mitigation) are considered.

9.4.3 We need to adopt a consistent approach to the assessment of probability and impact so that risks can be compared across the whole authority. Likelihood is scored based on the likelihood of the risk occurring (Rare, Unlikely, Possible, Likely, Almost Certain). Please refer to the risk matrix in appendix D.

9.4.4 Impact is determined by using the impact table to assess the severity of the impact on the Council should the risk occur. Taking each risk in turn, the severity should be considered in terms of the risk occurring, scoring each area as Insignificant, Minor, Moderate, Major or Severe. The ratings of each consequence can be mixed, for example the consequence of a risk happening may be moderate in terms of financial implications but may have a major impact on the Council's reputation. Please refer to the risk matrix in appendix D. Each risk is to be assessed against all the categories given in the severity of risk guidance, and the highest score is to be used in the risk assessment matrix.

9.4.5 Once the likelihood and impact have been established the overall risk level can be calculated, either using the risk matrix in appendix D or by using the below calculation:

Overall Risk Level = Likelihood x Impact

9.4.6 Once the probability and impact are recorded on JCAD, the system automatically calculates the risk level score. It is important to note that the same risk matrix is used for both threats and opportunities.

9.4.7 Producing a risk score not only allows you to prioritise the risks identified, it also enables them to be illustrated on a risk map. The positioning of the risk on the map will guide the control response. For example, a score in the pink zone would be very severe and call for immediate action, whereas one in the green zone is likely to be less so and viewed as manageable.

STEPS 3 & 4 - Review of controls and respond to risk.

9.5 Some of the risks that you will identify will have existing controls/mitigation in place. However, these are not always effective, and it is vital that current controls are reviewed for their effectiveness, so that a decision can be made about whether additional controls are required.

Risk Treatment

9.5.1 In managing risks and opportunities, each element has to be assessed with a decision made on the best course of action. There are four primary responses; terminate, transfer, treat, or tolerate.

- Terminate: implies that a risk is undesirable, for example it does not align with Council strategy, it offers unattractive rewards, or it is outside of our risk appetite or the organisation does not have the capability to manage the risk. Examples of how to terminate a risk include, divesture or stopping a certain process, activity completed. In JCAD this is recorded as 'close' with reasoning required.
- Treat: is putting into place risk control measures that reduce the likelihood and/or consequences of the risk to acceptable levels. The vast majority of risk treatment options fall into this category. Examples include strategy, processes, people, or systems improvement.
- Transfer: this involves transferring the cost of the risk to a third party. For example, through insurance, contract or outsourcing. In JCAD this is recorded as 'close' with reasoning required.
- Tolerate: Powys County Council decides to accept the risk as it is and do nothing to further mitigate it. Risks that are accepted will still require monitoring and review.

9.5.2 If a risk is to be treated, it is vital that controls are developed by the risk owner in collaboration with relevant stakeholders. Controls should be used as a tool for assigning and monitoring additional actions that have been identified to mitigate the risk.

9.5.3 At a minimum, the control should include and be recorded in the JCAD risk register:

- The action to be completed
- The officer responsible for completing this action. The control owner in JCAD
- The target completion date (and percentage completed when reviewed)

9.5.4 When evaluating what treatment options to employ, consider

- Existing best practices to treat the risk
- Critical controls that will achieve the risk reduction required as part of the risk treatment or mitigation plan
- Costs associated with different treatment options against associated benefits
- How other organisations mitigate the same risk

9.5.5 Treatment options for opportunity risk are covered in Section 10.7

STEP 5 - Record, monitor and report.

Record and report

9.6. The purpose of risk reporting is to:

- Monitor and report on the effectiveness of the risk management process to senior officers, elected members, management teams and project boards
- Provide relevant and sufficient risk information in a timely manner that is user-friendly and drives decision making and action
- Ensure the views of senior management and elected members on risk are filtered back to the Council in a timely manner
- Focus on the most significant risks, ensuring adequate responses are actioned
- Include qualitative and quantitative information where appropriate
- Compare results against benchmarks
- Show trends of early warning indicators for key risks

9.6.1 In Powys County Council risks are reported using the JCAD Core system

9.6.2 Currently strategic risks are reviewed and reported on a quarterly basis to:

- Cabinet
- Senior Leadership Team/Executive Management Team
- Governance and Audit Committee

9.6.3 This reporting will provide these groups with the assurance that all risk exposures have been identified, impacts assessed, and mitigating controls evaluated. As well as allow these groups to challenge and support the management of the risks.

9.6.4 Risk should be a standing item on the agenda of management team meetings across the Council. This is to ensure senior management is managing the Councils changing risk profile. All major projects, programmes and partnerships should also have risk as a standing agenda item.

9.6.5 Successful risk reporting should:

- Provide a view on increasing and decreasing risk exposures, as well as a means of identifying new risks
- Incorporate strategic risks
- Allow for informed decision-making, which may be used to continuously improve the management of risk
- Have a consistent use of tools and process across the Council which will allow benchmarking of departments
- Vary the risk reports depending on the audience
- Report on risk information linked to the strategic and operational objectives outlined in our Corporate and Strategic Equality Plan that are impacted. This allows the Council to quickly understand the risks of not fulfilling these objectives

Monitoring

9.6.6 Few risks and risk control actions remain static; risks change, priorities change, actions are completed, risk responses that were once effective may become

irrelevant. As the Council, and the environment it is in, is constantly changing, risk management accountability and governance needs to be done in a timely manner, determining whether risk actions are still effective and adapt them as required.

9.6.7 The importance of continuously manging risk is supported by the requirements stipulated in section 7 ensuring the Councils senior management is managing the Councils changing risk profile.

9.6.8. Strategic risks are to be monitored, reviewed and reported on a quarterly basis. The frequency of progress reports against all other risks and controls can be decided upon by the Head of Service or programme board but good practice is to report on a minimum of a quarterly basis. All risk registers should utilise the reporting functionality in JCAD and be **reviewed** quarterly irrelevant of the individual risk progress review frequency set.

STEP 6 – Integration with strategic planning and decision making.

9.7 Strategy development is about deciding what the Council is trying to achieve in the medium to long-term. Risk management is about identifying and managing the risks to the Council, so they don't prevent these strategic achievements.

9.7.1 The advantages of linking the risk management approach to strategic planning and decision-making are:

- Sets the scene for management of risk across the entire organisation
- Establishes information flows between those with strategic responsibilities and those with operational and programme responsibilities

9.7.2 The management of risk process must be continuous, and as such, in addition to regular managing and reporting, all risk registers should be FULLY reviewed on an annual basis. This service or programme led annual review of risk registers is advised to take place between January and March in line with finalising Integrated Business Plans for the following financial year and panel assessments preparation.

9.7.3 It is important to report on risk information linked to the strategic and operational objectives that are impacted. These objectives are outlined in our Corporate and Strategic Equality Plan and Integrated Business Plans (IBP). As part of the Councils Impacted Assessment process and the Integrated Business Plans process, every IBP objective requires an Impact Assessment which contains a section on risk to be considered for transfer to the services risk register.

10. Integration of Risk Management

Projects and programmes

10. Projects and programmes form a substantial part of the operations across Powys County Council. Risk is present in all projects and programmes; therefore, it is good practice to implement a formal management of risk approach for them.

10.1 The benefits of project and programme risk management include:

- Improved stakeholder relations
- On time, on quality and on budget project/programme completion

- Early allocation of risk and risk mitigation responsibility to the most appropriate owner
- Risk mitigation is focused on the biggest risks to achieving objectives
- Greater certainty around decision-making
- Demonstration to stakeholders that the project/programme is being managed effectively

10.2 The basic process will remain the same as outlined above in this document but there are some additional points to consider:

Risk identification:
- Should focus on the risks that may impact the achievement of the project or programme objectives
- Should be completed by key project / programme team members
- A project / programme risk register should be used to record this information

Prioritisation:
- A risk assessment scale for projects and programmes exists in the Risk Assessment Matrix (see appendix D) however consideration should be given to each project/programme if it should be further developed based on the parameters of the project/programme, for example, the likelihood scale could be aligned to the duration of the project/programme

Controls / mitigation:
- The cost / benefit of proposed additional controls should be considered within the parameters of the project/programme
- Risk ownership should be allocated across the project programme team

Monitoring and reporting:
- Risk reporting should be integrated with established project / programme reporting lines
- Risks should be monitored at the beginning of each stage of the project/programme to ensure key project/programme milestones are not compromised

Risk Register:
- All transformation programmes require their own risk register
- Projects risks should be integrated into the relevant service risk register and cross linked to others where applicable.

Escalation of risks

- As stated above in 9.3.9 the Strategic Risk Register contains risks, that should they occur, could have a fundamental impact on the Council's ability to achieve its objectives including strategic ones. Risks with a current risk score of 15 or above on the matrix (appendix D), need to be considered by the

Senior Leadership Team/Executive Management Team for escalation to the Strategic Risk Register
- Transformation programme risks should be escalated as set out under point 7.6
- The standard approach is to report and escalate risks on a quarterly basis. However, risk management in Powys County Council is a dynamic 'live' process and officers and members are encouraged to report and escalate significant risks as frequently as required, thereby fast tracking the typical Strategic Risk Register reporting cycle where merited. Projects and programme risks are no exception and need to follow the same process

Partnerships and Third Parties

10.3 Increasingly Powys County Council are delivering public services through different forms of partnerships, involving the public, private and third sector. Many risks can result from a partnership, all of which (if applicable) need to be managed to ensure the success of the partnership.

10.4 Powys County Council uses the same definition for 'partners' as in the alarm toolkit: 'organisations with which a department works to deliver their objectives, with a formal agreement of roles, contract, funding agreement, service level agreement'.

10.5 Examples of partnership risk include:

- Fundamental differences in political agendas
- Partner stability and potential failure
- Poor communication across the partnership
- Partners operating under different governance arrangements
- Misalignment of strategy and objectives across the partnership
- Partners may operate under different legislative and regulatory environments
- Different levels of resource constraints across the partnership
- A lack of relevant skills across the partnership to fulfil the objectives
- Poor communication or non-acceptance of the roles and responsibilities of each partner

10.6 Powys County Councils approach to partnership risk management remains the same as outlined in this toolkit, however there are additional considerations:

Risk identification:
- Should focus on risks that may impact the achievement of the objectives of the partnership
- All key partners should be involved

Risk Register:
- A partnership risk register should be used to record this information. Where this risk register is held needs to be agreed by the partnership, as does the monitoring, reporting and each organisation's needs. (Special access to JCAD can be arranged for external organisations)

- Powys County Council expects as a minimum, any partnership risk that relates to the Council itself to be recorded and monitored on JCAD in a partnership risk register. This partnership risk register needs to sit under the relevant service risk register, follow the same escalation process and cross linked to other registers where applicable.

Prioritisation:
- A risk assessment scale for partnerships exists in the Risk Assessment Matrix (see appendix D) however consideration should be given to each partnership and if it should be further developed based on the parameters of the partnership. For example, the likelihood scale should be aligned to the duration of the partnership.

Controls / action planning:
- Risk ownership and responsibility for actioning additional controls should be allocated to an individual partner within the partnership
- Risk mitigation requiring input from multiple partners should be agreed by the partnership.

Monitoring and reporting:
- The process for ongoing monitoring of the risk profile and progress of control actions completion needs to be agreed by the partnership
- The frequency and content of risk reports needs to be agreed by the partnership and responsibility for this allocated
- However, all transformation programme partnerships risk registers should be reviewed on a quarterly basis
- Partnership risk registers reports must be made available to Scrutiny and Governance and Audit committees should they request to see within their remit.

Escalation of risks
- As stated above in 9.3.9 the Strategic Risk Register contains risks that should they occur, could have a fundamental impact on the Council's ability to operate, achieve its strategic objectives, or to achieve its objectives. Risks with a current risk score of 15 or above on the matrix (appendix D), need to be considered by the Senior Leadership Team/Executive Management Team for escalation to the Strategic Risk Register. Risks that are in partnerships are no exception and need to follow the same process
- The standard approach is to report and escalate risks on a quarterly basis. However, risk management in Powys County Council is a dynamic 'live' process and officers and members are encouraged to report and escalate significant risks as frequently as required, thereby fast tracking the typical Strategic Risk Register reporting cycle where merited

Contract Management of Suppliers

10.7 Powys County Council will take a risk-based approach to the management of contracts as set out in its Contract Management Framework (which is currently under development).

Opportunity Risk Management

10.7 Powys County Council needs to start proactively managing opportunity risk; if we only manage our threats then the best outcome that can be expected is to meet our objectives, but not to improve upon them. By identifying both opportunity risk and threat risk, we can take a strategic approach to doing something about the risk. It is vital that we move away from the assertion that risk only having negative consequences.

10.7.1 The Powys County Council Risk Assessment Matrix (appendix D) provides a facility to assess both negative and opportunity risks. Opportunity risks should be included within the relevant Risk Registers and can also be recorded and monitored on JCAD.

10.7.2 Opportunity risk methodology - Powys County Council recommends that the processes outlined in this toolkit are applied to opportunity risk management, however there are some additional considerations:

Risk Identification:

- A SWOT analysis is a good way to facilitate the identification of opportunities
- Real opportunities should be identified, not simply the flip side of threats

Prioritisation:

- Impact criteria should reflect the positive impact that opportunities will bring to Powys County Council
- Unlike scoring threats, the aim with opportunities is to maximise the scores for impact and likelihood

Action plans:

- Opportunity responses will need to be considered. For examples exploit, share, enhance, and accept

10.7.3 The benefits of aligning risk management with opportunity management Powys County Council are:

- Maximum efficiency – threat and opportunity management are combined
- Cost-effectiveness – a single process to achieve proactive management of both types of risk
- Improved chances of achieving/exceeding strategic objectives
- Removing the negative perception of management of risk
- Familiar techniques - only minor changes to current techniques used in managing threat risks are required, so organisations can deal with opportunity risks with minimal training
- More realistic budgetary and schedule contingency management by including potential upside impacts as well as downside impacts

- Proactive opportunity management of risk

11. Risk Management Culture including training

11. For Powys County Council to achieve its long-term goals, it is vital that risk management is embedded within the Councils culture. It is essential that we embrace the risk management framework and create a culture that is willing to talk about our mistakes and lessons learned without consequences.

11.1 Integration, training, and communication all influence risk management culture positively.

11.2 It is vital that Powys County Council Officers and Members understand the risk management policy, the risk management process, their roles/responsibilities in it and have the required skills.

11.3 Risk management training as well as JCAD Core should be tailored to the audience and to the management of risk strategy, process and framework adopted by the Council.

- Although not mandatory a risk management training video is available to all on the Councils E-Learning site and actively promoted.
- As well as officer risk management training that is bookable via Trent and actively promoted to those officers mentioned under bullet point 2.2

Risk Management has been integrated into the new employees' induction programme as well as new managers training.

11.4 Training requirements will be reviewed on an ongoing basis in the light of changes in circumstances such as Local Government Elections and other relevant changes.

11.5 Every employee manages risk and exploits opportunities to some degree in their day-to-day role. The key to ensuring people understand, value and perform risk management is to integrate it into their processes and ensure it is tailored to the activity. For example, risk management is embedded in the Integrated Business Plans and Impact Assessments.

11.6. Communication on risk management and the processes is essential to ensure a consistent approach to the management of risk and opportunities.

11.7 The use of an effective 'lessons learnt' process can be invaluable to encourage continuous improvement. As well as services own self-reflection the Council also completes an annual corporate self-assessment exercise.

11.8 The Council recognises the need to continuously improve risk management methodologies in line with output from regular assessments, regulatory reports and advice, and to adapt to changing economic conditions.

11.9 The Council also recognises staff development is an important part in a successful risk management culture, and officers involved in the risk management process are trained and have the appropriate skills to implement the risk management guidance and policy.

12. Risk Management Continuous Improvement

12.1 Regulators and risk management professionals recommend as good practice to continuously review and improve risk management methodologies. This document and processes will be reviewed every 3 years or after the release of new risk management legislation, government guidance or an audit review.

12.2 Risk management relies on using past events to understand the likelihood and severity of future risks and improving controls. A blameless culture of where lessons learnt are discussed, honestly and openly, encourages learning.

12.3 It is essential staff have the appropriate skills to implement the risk management strategy. See 11.3 and 11.4.

12.4 Risk management training is delivered to Cabinet, Scrutiny Committees and Governance and Audit Committee, on a on every new administration and on request thereafter.

13. Appendices

Appendix A: Glossary

Accept: A risk response that means the organisation takes the chance that the risk will occur, with full impact on objectives if it does.

Avoid: A risk response that seeks to eliminate a threat by making the situation certain.

Communications plan: A plan of the communications activities during the organisational activities (strategic, programme, project or operational) that will be established and maintained. Typically contains when, what, how and with whom information flows.

Control owner: The individual responsible for implementation of the measures to mitigate the risk. They support and take direction from the risk owner.

Frequency: A measure of likelihood expressed as the number of occurrences of an event in a given time.

Impact: The consequence to the organisation should the risk materialise.

Inherent risk: The level of risk before treatment measures have been taken into consideration.

Issue: An issue is essentially a risk that has happened.

Issue Management: Is the practice of clearing current problems.

Key performance indicators (KPIs): A measure of performance that is used to grade and monitor progress towards an objective or goal.

Key risk indicators (KRIs): An early warning indicator that can be used to monitor a change in the likelihood or impact of a risk and assist in the decision-making process for risk mitigation.

Likelihood: A qualitative description of the probability or frequency of that risk actually materialising.

Maturity level: A well-defined evolutionary plateau towards achieving a mature process.

Partnerships (third-parties): A contractual relationship between two or more persons carrying out a joint venture, each incurring liability for losses and the right to share in the outcome.

Programme: A temporary, flexible organisational structure created to coordinate, direct and oversee the implementation of a set of related outcomes and benefits related to the organisation's strategic objectives.

Project: A temporary group that is created for the purpose of delivering one or more products according to a specified business case.

RAG analysis: A process where complex data can be displayed in a traffic light or red, amber, green format.

Residual risk: The remaining level of risk after risk mitigation and control measures have been taken into consideration.

Risk: Effect of uncertainty on objectives.

Risk analysis: A systemic use of available information to determine how often specified events may occur and the magnitude of the impact.

Risk appetite: The amount of risk to the organisation, or subset of it, it is willing to accept.

Risk assessment criteria: The terms of reference the significance of risk is assessed.

Risk category: A collection or group of risk types with a common denominator.

Risk cause: A description of the source of the risk.

Risk management information system: A computerised system that assists in consolidating and tracking risk information.

Risk management/management of risk: Coordinated activities to direct and control an organisation with regards to risk. The culture, processes and structures that are directed towards the effective management of potential opportunities and threats to the organisation achieving its objectives.

Risk map: A model that visually displays the relationship between the likelihood and impact of specific risks.

Risk owner: The individual responsible for monitoring and reporting of a risk.

Risk perception: An individual's subjective view of risk, based on a set of values or concerns.

Risk prioritisation: The process that allows risks to be ranked into a logical order by establishing how significant they are in terms of likelihood and impact.

Risk register: A basic, ongoing working document that records the risk identification, assessment and sometimes action planning process.

Risk response: Actions that may be taken to bring the risk to a level that is acceptable to the organisation. These responses fall into one of a number of risk response options.

Risk tolerance: The threshold levels of risk exposure that, with appropriate approvals, can be exceeded, but which when exceeded will trigger some form of response.

Stakeholder: An individual, group or organisation that can affect, be affected by, or perceive itself to be affected by risk.

Uncertainty: A condition where the outcome can only be estimated.

Appendix B: Risk Appetite

Councils' definitions of risk appetite levels by organisational activity.

	Risk appetite range	Risk appetite range	
Organisational activities	From	To	Comment
Strategic Delivery	Low	Moderate	1. The Council has a low to moderate appetite in relation to strategic delivery risks and aims to ensure effective delivery of the Council's strategy and commitments in line with agreed timeframes. 2. The ongoing performance reporting process and established Council governance processes will monitor strategic delivery. 3. Executive Directors and Heads of Service are expected to establish appropriate monitoring and oversight controls to ensure that their strategic and service delivery objectives are achieved in line with the overarching Council strategy.
Financial & Budget Management	Low	Low	1. The Council has a low appetite in relation to financial risk. 2. The Council may be prepared to accept some risk subject to: • setting and achieving an annual balanced revenue budget in line with legislative requirements and use of reserve or other one-off funding • maintaining a General Fund unallocated reserves balance in line with legislative requirements.
Programme and Project Delivery	Low	High	1. The Council has a low to high-risk appetite in support of Programme and Project Delivery. 2. Executive Management Team and Heads of Service; and Project Managers are expected to design; implement; and maintain appropriate programme and project management and governance controls to manage these risks. Noting points 4.1 and 4.2 of this Risk Appetite.
Health and Safety (including public safety)	Unacceptable	Unacceptable	1. The Council will not accept any risks that could result in the Council being non-compliant with its responsibilities under H&S legislation. 2. Appetite wise the Council will comply with all relevant health and safety requirements to minimise any health and safety risks that could potentially result in loss of life or injury to citizens or employees, whilst recognising that that accidents can occur, due to unknown, or unplanned events and non-compliance by staff with its mitigation and controls. 3. Executive Directors and Heads of Services are therefore required to ensure that Health and Safety policies; frameworks; training; and

			guidance are consistently and effectively applied, with incidents identified, reported, and immediately addressed.
			4. Risks arising from property deficiencies or poorly designed or ineffective/ inefficient safety management that results in non-compliance and/or harm and suffering to employees, contractors, service users or the public is not acceptable.
Supplier, Contractor, and Partnership Management	Low	High	1. The Council has a low to high-risk appetite range in relation to ongoing supplier, contractor and partnership management. This appetite will vary depending on the nature of the service provided or supported by third parties and how critical it is.
			2. The Council has an established procurement process that is aligned with Public Contract regulations and our standing orders underpinned by value for money and is supported by Commercial Services. Contract management CM) is wholly managed by services but the CM approach has been reviewed and a guidance checklist established to assist managers and services to manager key suppliers and providers. A formal training programme has also put in place for all nominated contract managers which is currently being delivered through the on-line Civil Service Commercial College and further developments by way of a Corporate Framework for Contract Management are planned over the coming months to strengthen this aspect.
			3. Executive Directors and Heads of Services are expected to ensure that the procurement and contract management frameworks are consistently and effectively applied that issues are identified, reported, and immediately addressed. Generally, this will involve ongoing focus on high-risk contracts supporting delivery of critical services or projects.
Resilience	Low	Moderate	1. The Council has a low to moderate risk appetite in relation to resilience.
			2. The Council has an established resilience management framework that includes resilience and contingency plans for certain scenarios. It requires the identification critical systems, processes and services and the establishment of appropriate resilience plans.
			3. Executive Directors and Heads of Service are responsible for ensuring that this framework is consistently maintained, reviewed or tested in order that it can be effectively applied in the event of a resilience situation.

Technology and Information	Low	Moderate	1. The Council has a low to moderate appetite in relation to technology and information risk. 2. This risk appetite applies to the Council's processes, functions, applications and the data used to support delivery of services. 3. The level of risk the Council will accept will vary depending on the following: Impact, criticality and the services/systems that are supported. 4. Executive Directors and Heads of Service set and own the risk appetite and ensure ongoing compliance with technology security protocols and procedures. 5. The Council has a range of information technology security protocols, polices, procedures and tooling. 6. The Council works to the UK Governments National Cyber Security Centre guidance (NCSC) 5. The Council works to the guidance of the Information Commissioner
Governance and Decision Making	Low	Low	1. The Council has a low-risk appetite in relation to governance and decision making. 2. The Council's has established Committee and corporate structures; schemes of delegation; levels of authority; and the member-officer protocol. 3. All officers, Head of Services, Executive Directors and elected members must work within the constitution and not knowingly take or recommend decisions or actions which breach legislation.
Service Delivery (operations)	Low	High	1. The Council has a low to high-risk appetite range in relation to the risks associated with ongoing service delivery. This will vary depending on the nature and the individual services criticality. 2. Where an issue occurs, the Council will always strive to return to optimal service delivery as soon as possible and ensure effective ongoing engagement with service users.
Regulatory and Legislative Compliance	Low	Moderate	1. The Council will comply with applicable regulatory and legislative requirements to the fullest extent possible. 2. No officer, Head of Service, Executive Director or elected member may knowingly take or recommend decisions or actions which breach legislation. 3. Executive Directors and Heads of Service are expected to follow corporate procedures, policies and frameworks, implementing appropriate controls to ensure ongoing compliance, and identify; report; and resolve breaches when they occur.

Reputational	Low	Moderate	1. The Council is prepared to tolerate a low to moderate level of occasional isolated reputational damage. 2. The Council is a large organisation delivering a wide range of complex services to the People of Powys and is likely to suffer occasional reputational damage. 3. Executive Directors and Heads of Service are expected to implement appropriate controls to prevent significant or systemic reputational damage and identify and address issues when they occur.
Legal	Unacceptable	Unacceptable	1. The Council will not accept risks that could result in the Councils actions being classed as illegal. 2. Executive Directors, Heads of Services and All officers are expected to adhere to the Legal framework and liaise with Legal Services.
Environmental	Low	Moderate	1. The Council will not accept any risk that could be highly detrimental to the Environmental or Nature Recovery. 2. The Council has declared a Climate and Nature Recovery emergency.
Safeguarding	Unacceptable	Low	1. The Council has an unacceptable to low-risk appetite in relation to safeguarding. 2. Appetite wise the Council will comply with all relevant safeguarding requirements to minimise any safeguarding risks. 3. Executive Directors and Heads of Services are therefore required to ensure that safeguarding policies; frameworks; training; and guidance are consistently and effectively applied, with incidents identified, reported, and immediately addressed.

How to use the Council's risk appetite as part of the risk management policy/guidance

The Council's risk appetite compliments the Risk Management Framework already in place. Please see following steps for guidance.

Step 1. Having defined the risk and populated JCAD using the Risk Management Matrix to set the inherent and residual risk scores (see table below).

Step 2. Decide which organisational activity the risk falls into e.g Financial & Budget Management. Look at the risk appetite levels set by the Council (section 5.3 above) which tells you the range of tolerance the Council is willing to accept for this type of risk, using this example it is **low.**

Step 3. Again, looking at the Risk Appetite levels set by the Council we can see for budget management the appetite is **low** which means 'This level of risk needs to be considered carefully. The lower level of the range may be accepted with appropriate mitigating actions implemented immediately to treat the risk and prevent it from becoming an issue where possible. However, the higher end of the range is also low, and mitigating controls should be implemented immediately so you do not go into the pink. If still scored 15 or above report the risk to the Strategic Risk Officer and your Director'.

Risk Matrix - Threat

The overall risk level for threat is calculated by multiplying the value of the impact (columns) by the value of the likelihood (rows), as summarised in the following table

	Insignificant Impact (1)	Minor Impact (2)	Moderate Impact (3)	Major Impact (4)	Severe Impact (5)
Almost certain likelihood (5)	Threat level 5 (amber)	**Threat level 10 (red)**	**Threat level 15 (pink)**	**Threat level 20 (pink)**	**Threat level 25 (pink)**
Likely (4)	Threat level 4 (amber)	Threat level 8 (amber)	**Threat level 12 (red)**	**Threat level 16 (pink)**	**Threat level 20 (pink)**
Possibly likely (3)	Threat level 3 (green)	Threat level 6 (amber)	**Threat level 8 (red)**	**Threat level 12 (red)**	**Threat level 15 (pink)**
Unlikely (2)	Threat level 2 (green)	Threat level 4 (amber)	Threat level 6 (amber)	Threat level 8 (amber)	**Threat level 10 (red)**
Rare likelihood (1)	Threat level 1 (green)	Threat level 2 (green)	Threat level 3 (green)	Threat level 4 (amber)	Threat level 5 (amber)

Appendix C: Risk Universe

This Risk Universe supports the risk identification stage of the risk management process. It provides a guide to the risks that should be considered during the risk identification process. This list is however not exhaustive and should be used only as a guide.

Strategic Risks

Uncertain future events that could negatively impact the achievement of the vision and strategic objectives.

• Adverse weather leads to major transport disruption.

• A change in government policy diverts funding focus away from activities.

• Change of Government.

• An event leads to dissatisfied citizens, users, central/regional government or other stakeholders.

• Failure to establish and implement an effective marketing campaign.

• Failure to adapt to changes in social trends prevents the achievement of strategic objectives.

• Failure to align agendas and objectives with key partners.

• Inability to take advantage of a key funding opportunity.

• Loss of a key supplier/contractor, especially if there is a dependence on it for delivery of a key service.

• Executive Management Team do not receive sufficient information to make a robust and informed decision.

• A conflict of interest emerges between the Council and a partner.

• Inaccurate financial forecasting and reporting is used to make a strategic decision.

• Loss of a key delivery partner.

• Failure to deliver key stakeholder expectations.

• A major environmental incident.

Operational Risks

Uncertain future events that could negatively impact the day-to-day operations of the Council.

• Failure of a key contractor to deliver a service, entirely or within the pre agreed timescale.

• Loss of critical IT systems.

• Loss of confidential information.

• Loss of insurance cover for key operations.

• Failure to react appropriately in the event of a disaster (e.g. to follow appropriate business continuity arrangements).

• A significant increase in the costs associated with the maintenance of corporate buildings.

People Risks

Uncertain future events that could negatively impact staff.

• Inadequate training and development provided to staff.

• Loss of a key member of staff.

• Inability to recruit and retain suitable employees, volunteers, trustees or committee members.

• Committee Members lack the necessary skills or commitment to perform their duties to the required standard.

Legal/Regulatory Risks

Uncertain future events that could negatively impact our ability to comply with the legal/regulatory landscape.

• Breach of data protection laws.

• A lack of awareness leading to non-compliance with a key piece of legislation e.g. health and safety, employment, and equal opportunities, etc.

• Failure to recognise and respond to a change in legislation.

• An employee initiates legal action against Powys County Council resulting in a tribunal case.

Financial Risks

Uncertain future events that could negatively impact the financials of the Council.

• Increase in pension fund liabilities.

• Inability to meet monthly pension payments.

• Negative movements in the interest rate, significantly decreasing return on investment or cost of borrowing.

• Loss of a key funding stream.

• A member of staff commits a fraudulent act.

• A significant increase in the cost base for Powys County Council e.g. increase in supplier costs.

Hazard Risks

Uncertain future events that could negatively impact on the Council, caused by a hazard of some sort.

• Fire in a corporate building.

• Flood denies access to a building/renders it unfit for use.

• A major health and safety incident occurs at one of our sites.

• A member of staff is injured while performing their duties (assault or accident).

• Theft of a key piece of equipment e.g. computer, van, etc.

Partnership risks

Uncertain future events that could negatively impact on a strategic partnership delivery of which the Council is a Partner.

• A change in government policy diverts funding focus away from activities.

• Failure to align agendas and objectives within the Partnership.

• Inability to take advantage of a key funding opportunity to support Partnership delivery.

• A conflict of interest emerges between the Council and a partner.

• Loss of a key delivery partner.

Project or Programme risks

Uncertain future events that could negatively impact upon a project or programme the Council is delivering.

• A change in government policy diverts funding focus away from activities.

• Inability to take advantage of a key funding opportunity.

• Inaccurate financial forecasting and reporting is used to make a strategic decision.

• Loss of a key delivery partner.

• Scope creep.

• Poor scheduling.

• Lack of clarity around project/programme definition and direction

• Inflation increases costs beyond budget envelope

Appendix D: Risk Assessment Matrix

Risk Matrix and Likelihood Guidance Note: This matrix is to be used for both negative (threats) and positive (opportunity) risks. With threats we try to minimise the score, opportunities try to maximise the score.

Powys County Council Risk Assessment Matrix 2023 *Risk Matrix and Likelihood / Impact Guidance*

Risk Matrix – Threat

The overall risk level for threat is calculated by multiplying the value of the impact (columns) by the value of the likelihood (rows), as summarised in the following table.

	Insignificant Impact (1)	Minor Impact (2)	Moderate Impact (3)	Major Impact (4)	Severe Impact (5)
Almost certain likelihood (5)	Threat level 5 (amber)	**Threat level 10 (red)**	**Threat level 15 (pink)**	**Threat level 20 (pink)**	**Threat level 25 (pink)**
Likely (4)	Threat level 4 (amber)	Threat level 8 (amber)	**Threat level 12 (red)**	**Threat level 16 (pink)**	**Threat level 20 (pink)**
Possibly likely (3)	Threat level 3 (green)	Threat level 6 (amber)	**Threat level 8 (red)**	**Threat level 12 (red)**	**Threat level 15 (pink)**
Unlikely (2)	Threat level 2 (green)	Threat level 4 (amber)	Threat level 6 (amber)	Threat level 8 (amber)	**Threat level 10 (red)**
Rare likelihood (1)	Threat level 1 (green)	Threat level 2 (green)	Threat level 3 (green)	Threat level 4 (amber)	Threat level 5 (amber)

Risk Matrix – opportunity

The overall risk level for opportunity is calculated by multiplying the value of the impact (columns) by the value of the likelihood (rows), as summarised in the following table.

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	Insignificant opportunity Impact (1)	Minor opportunity Impact (2)	Moderate opportunity Impact (3)	Major opportunity Impact (4)	Significant opportunity Impact (5)
Almost certain likelihood (5)	Opportunity level 5 (lilac)	Opportunity level 10 (blue)	Opportunity level 15 (navy)	Opportunity level 20 (navy)	Opportunity level 25 (navy)
Likely (4)	Opportunity level 4 (lilac)	Opportunity level 8 (lilac)	Opportunity level 12 (blue)	Opportunity level 16 (navy)	Opportunity level 20 (navy)
Possibly likely (3)	Opportunity level 3 (green)	Opportunity level 6 (lilac)	Opportunity level 8 (blue)	Opportunity level 12 (blue)	Opportunity level 15 (navy)
Unlikely (2)	Opportunity level 2 (green)	Opportunity level 4 (lilac)	Opportunity level 6 (lilac)	Opportunity level 8 (lilac)	Opportunity level 10 (blue)
Rare likelihood (1)	Opportunity level 1 (green)	Opportunity level 2 (green)	Opportunity level 3 (green)	Opportunity level 4 (lilac)	Opportunity level 5 (lilac)

Likelihood Guidance

Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost certain (5)
May occur only in exceptional circumstances.	Not expected but could occur at some time.	May/ will occur at some point.	Will probably occur but not a persistent issue.	Likely to occur on many occasions, a persistent issue.

Impact Guidance

Impact level vs Category

If the risk falls into more than one category, please use the highest score assessed.

	Insignificant Impact (1)	Minor Impact (2)	Moderate Impact (3)	Major Impact (4)	Severe Impact (5)

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Category of Programmes/Projects/Objectives	Insignificant impact on one or more of the following: • Schedule • Cost • Quality • Achievement of one or more project benefits and outcomes • Council's reputation	Minor impact on one or more of the following: • Schedule • Cost • Quality • Achievement of one or more project benefits and outcomes • Council's reputation	Moderate impact on one or more of the following: • Schedule • Cost • Quality • Achievement of one or more project benefits and outcomes • Council's reputation	Significant impact on one or more of the following: • Schedule • Cost • Quality • Achievement of one or more project benefits and outcomes • Council's reputation	Severe impact on one or more of the following: • Schedule • Cost • Quality • Council's reputation • Inability to meet project objectives.
Category Health and Safety (including public safety)	Adverse event leading to minor injury not requiring first aid.	Minor injury or illness, first aid treatment required. Short term injury/harm taking 1 month away from work. Staff sickness taking 3 or less days away from work.	Agency reportable e.g. HSE, Police. Semi-permanent injury taking less than a year off and requiring medical treatment and/or counselling. Staff sickness taking 13 or less weeks away from work.	Major injuries/long term incapacity or disability e.g. loss of limb/mis-diagnosis, mis-treatment leading to poor progression. Long term sickness taking more than 13 weeks away from work	Incident leading to death or major permanent incapacity. Significant number of people effected.
Corporate Safeguarding	Insignificant impact, no lasting impact. Unlikely to cause complaints and easily and quickly resolved.	Minor impact. Potential for complaint or concern. Resolved corporately or within services.	Moderate impact. Potential for complaint or concern very likely. Resolution requires	Major impact. High likelihood of complaint or concern. Reputational damage and loss of	Severe impact. Failure of corporate safeguarding to keep staff and residents safe. Citizens lose

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			support to be implemented.	public confidence. Corporate response required to resolve.	confidence to the extend that they don't feel protected or safe. Significant and long term impact on reputation.
Category of Legal	Unlikely to cause complaint/litigation. Resolved with no legal implications.	High potential for complaint, litigation possible. Minor legal implications or action is anticipated.	Litigation to be expected. Tribunal/Powys County Council legal team involvement required (potential for claim).	Litigation almost certain and difficult to defend. Criminal prosecution anticipated and /or civil litigation.	Litigation certain. Criminal prosecution anticipated and or civil litigation (>one person).
Category of Service Provision (operations)	Interruption to a service which does not impact on the ability to continue to provide the service or strategic delivery	Short term disruption to a service with minor impact on residents/communities. Impact can be managed within normal working arrangements.	Some disruption to a service with unacceptable impact on residents/communities. Temporary loss of ability to provide service. Effect may require some additional resource but manageable in a reasonable timeframe.	Sustained loss of service which has serious impact on residents/communities. A more severe but manageable (positive or negative) impact on significant number of vulnerable groups/individuals. Effect many require considerable additional resource but will not require a major strategy change.	Permanent loss of core service or facility. A lasting and noticeable (positive or negative) impact on significant number of vulnerable groups/individuals. Effect could not be managed within a reasonable timeframe or by a short-term allocation of resources and may require major

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					strategy changes. The council risks special measures.
Strategic Delivery	Unlikely to affect the delivery of the Council's strategy and commitments in line with agreed timeframes	Minor disruption to the delivery of the Council's strategy and commitments in line with agreed timeframes	Moderate disruption to the delivery of the Council's strategy and commitments in line with agreed timeframes	Major impact on delivery of the Council's strategy and commitments in line with agreed timeframes	Unacceptable impact on delivery of the Council's strategy and commitments in line with agreed timeframes
Governance and Decision Making	Unlikely to affect the Councils Governance and Decision-Making ability	Insignificant impact on the Councils Governance and Decision-Making ability	Minor to moderate breach of legislation. Moderate impact on the Councils Governance and Decision-Making ability	Moderate to major impact on the Councils Governance and Decision-Making ability	Unacceptable impact on the Councils Governance and Decision-Making ability
Category of Financial (loss/gain) & Budget Management	Low financial loss or overspend of less than £50,000 Unless the loss or overspend can be offset within service budgets	Financial loss or overspend of £50,000 - £150,000 Unless the loss or overspend can be offset within service budgets	Financial loss or overspend of £150,000 - £250,000 Re-alignment of corporate budget	Financial loss or overspend of £250,000 - £1,000,000. Re-alignment of corporate budget	Financial loss or overspend of over £1,000,000 Re-alignment of corporate budget
Supplier, Contractor, and Partnership Management	Insignificant impact on one or more of the following: • Supplier Failure • Supply/Service Failure	Minor impact on one or more of the following: • Supplier Failure • Supply/Service Failure	Moderate impact on one or more of the following: • Supplier Failure • Supply/Service Failure	Significant impact on one or more of the following: • Supplier Failure • Supply/Service Failure	Severe impact on one or more of the following: • Supplier Failure • Supply/Service Failure

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	• Safeguarding Incident with supplier • Failure to comply with Procurement Regulations • Achievement of one or more of the partnerships benefits and outcomes	• Safeguarding Incident with supplier. • Failure to comply with Procurement Regulations • Achievement of one or more of the partnerships benefits and outcomes	• Safeguarding Incident with supplier. • Failure to comply with Procurement Regulations • Achievement of one or more of the partnerships benefits and outcomes	• Safeguarding Incident with supplier. • Failure to comply with Procurement Regulations • Achievement of one or more of the partnerships benefits and outcomes	• Safeguarding Incident with supplier. • Failure to comply with Procurement Regulations • Inability to meet partnerships benefits and outcomes
Technology	**Technology -** Unlikely to cause any impact on delivering any of the councils' services e.g., minor performance/speed issues of a small isolated system for a short period.	**Technology** Small disruption to a service e.g., a short system outage affecting a small isolated system.	**Technology** Performance impact/System unavailable for up to 1 day; affecting over 50 staff and temporarily impacting the council ability to deliver an individual service.	**Technology** Widespread system outage affecting several service areas and 100 staff or over 1 day. Impacting the council's ability to deliver several services including business critical services.	**Technology** Complete system failure affecting all systems and business critical services. Complete lack of ICT for a sustained period.
Information	Unlikely to cause any impact on the delivery of Council services such as deletion of information held elsewhere,	Delay in service provision whilst information is obtained from another source. Various personal data items in limited volume or	Unreasonable impact on service delivery. Special category personal data involved in small volumes.	Substantial impact on service delivery. Special category personal data in moderate volumes. Notification to the ICO & data subject(s) required	Inability to provide service. Various special category data items in large volumes. Notification to the ICO & data subject(s) required

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	enabling recovery of information. Limited number of personal data items involved in small Notification to the ICO not likely required in the case of a personal data breach	limited personal data in large volume. Potential for notification to the ICO in the case of a personal data breach	Notification to the ICO likely & data subject(s) potentially in the cases of personal data breaches	in the cases of personal data breaches	in the cases of personal data breaches, with regulatory action with litigation or claim expected.
Category of Inspection/Audit	Small number of recommendations which focus on minor quality improvement issues.	Recommendations made which can be addressed by low level of management action.	Challenging recommendations that can be addressed with appropriate action.	Critical report. Welsh Government Intervention.	Severely critical report. Welsh Government take over. Prosecution.
Category of Reputation	Rumours. No media coverage. Little effect on staff morale. Minimal and transient loss of public or partner trust. Contained within the individual services.	Short term **local** media coverage. Some public embarrassment. Minor effect on staff morale / public attitude. Dissatisfaction reported through council complaints procedure. Local MP involvement.	Long term **local** media adverse publicity. Significant effect on staff morale and public perception of the organisation. Dissatisfaction regularly reported through council complaints procedure.	Less than 3 days of **national** media / adverse publicity. Public confidence in the organisation undermined, Use of services affected. Viral social media or online pickup.	More than 3 days of **national / international** media / adverse publicity. MP concern. Public enquiry or poor external assessor report. Legal action.
Resilience	Insignificant impact on the resilience of the Council to deliver appropriate	Minor impact on the resilience of the Council to deliver appropriate	Moderate impact on the resilience of the Council to deliver appropriate	Major impact on the resilience of the Council to deliver appropriate	Severe impact on the resilience of the Council to deliver appropriate

	services. Normal business processes remain effective.	services. Normal business processes, supported where appropriate by contingency plans, remain effective.	services. Service level business continuity plans in operation. Dedicated internal management oversight required.	services. Corporate level business continuity planning required. Dedicated internal management processes implemented.	services. Major Incident declared. External partnership arrangements initiated. Dedicated internal management processes implemented.
Category of Environmental	No lasting effect (positive or negative) on the natural and built environment.	Short term (weeks) minor effect (positive or negative) on the natural and built environment.	Short term (weeks) moderate effect (positive or negative) on the natural and built environment.	Medium term (months up to 1 year) major effect (positive or negative) on the natural and built environment.	Lasting long term (1 year plus) effect (positive or negative) on the natural and built environment.

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

CYNGOR SIR *POWYS* COUNTY COUNCIL.

CABINET EXECUTIVE
11th July 2023

REPORT AUTHOR: **County Councillor Pete Roberts**
Cabinet Member for a Learning Powys

County Councillor David Thomas
Cabinet Member for Finance and Corporate Transformation

REPORT TITLE: **School Outturn Positions 31 March 2023 and Budget Plans 2023-24**

REPORT FOR: **Information**

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1   Purpose

1.1   To inform Cabinet Members of

1.1.1   the outturn position on school reserve movements and balances at 31 March 2023, and

1.1.2   the school budget plans for 2023-24 as ratified by Governing Bodies and submitted to the authority on 1 May 2023.

2   Background

2.1   Powys County Council delegated a total of £85.9 million to schools through the funding formula for 2022-23, which includes £3.9 million provided for inflation and pupil number changes for 2022-23. This total delegated funding includes grant funding in relation to Post-16 provision of £5.0 million and Foundation Learning provision of £2.5 million.

2.2   School Funding legislation and regulations allow schools to carry forward surplus or deficit balances from one financial year to the next and there is an expectation within the regulations that the authority will monitor those year-end balances.

2.3   Governing bodies of maintained schools are required, under the authority's Scheme for Financing Schools ("the Scheme"), to set and submit an annual budget for their school, together with initial budget plans for a minimum of the two following financial years. Where a school is planning to set a deficit budget in the current 2023-24 financial year, the deficit budget can be licensed by the Authority, if it meets the requirements defined in the Scheme.

2.4   Decision-making responsibility in respect of both year-end balances and approval of budgets as being compliant with the Scheme is delegated jointly to the Head of Education and the Head of Finance.

2.5   Developing a whole authority approach to securing effective financial management of all Powys schools remains one of the priority areas for the authority and progress on this is reported separately.

2.6   Warning notices were issued to those schools projecting deficits of greatest concern in July 2019. Since the warning notices were issued, these schools have been working with Schools Service, School Improvement Advisers, HR and Finance officers to improve their budget positions. Forecasts of school balances are reviewed each month by the Schools' finance team and reported on a monthly basis to the Head of Education.

2.7   At 1 April 2022 there were five warning notices in place and these five warning notices remain in place at 1 April 2023. One notice of concern was issued in September 2022, which was subsequently removed in April 2023, once the school had taken the action required to balance their budget.

2.8   Any new areas of concern with any school's financial position are escalated swiftly and any action required is taken forward in a timely manner, in accordance with the process set out in the Scheme (shown at Appendix A to this report).

3   Outturn Position 31 March 2023

3.1   At 31 March 2023, the total cumulative reserves for schools (including the loan scheme and the balance on the closed schools reserve) was in a surplus position of £6.3 million, as shown in table 1 below.

3.2   The overall position on schools' carried forward reserves is a surplus of £6.6 million. This is an improved position compared to Schools' original budget plans (May 2022) which projected a total surplus balance of £4.1 million for 31 March 2023, an improvement of £2.5 million against the projections during the financial year.

3.3   This is in part due to the distribution of £1.3 million of contingency funding and additional grant funding of £0.7 million delegated to schools at year end. In addition to this, schools have worked to reduce their running costs and limit the expected draw on reserves by £0.5m with support from "Team[1] around the school", as part of their response to the budget challenge facing the authority as a whole.

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[1]   Comprising senior officers from Schools Service, School Improvement Advisors, HR Business Partners and Finance Officers along with others as required.

Table 1: Summary outturn position on the total cumulative schools reserve as at 31 March 2023

School Sector	Opening Balance 31-Mar-22 £'000	Actual Transfer to / (from) 2022-23 £'000	Closed School Write Offs 31-Mar-23 £'000	Closing Balance 31-Mar-23 £'000	Original budgeted Cont. to / (from) reserves @ 01-May-22 £'000	Forecast Cont. to / (from) reserves @ Feb-23 £'000
Primary	7,924	(1,027)	(243)	6,654	(3,204)	(2,729)
Secondary	(847)	(1,109)	48	(1,908)	(1,147)	(2,168)
All Through	864	(34)	0	830	(287)	(293)
Special	1,006	41	0	1,047	(259)	(291)
Sub Total	**8,947**	**(2,129)**	**(195)**	**6,623**	**(4,897)**	**(5,481)**
Loans	(14)	7	0	(7)	0	7
Closed Schools	(322)	(194)	195	(321)	0	42
Total	**8,611**	**(2,316)**	**0**	**6,295**	**(4,897)**	**(5,432)**

3.4 Individual school year end balances are shown in Appendix B. As at 31 March 2023, there were seventy seven (77) schools in a surplus position, with a combined cumulative surplus balance of £10.3 million.

3.5 As at 31 March 2023, there were eleven schools in a deficit balance position, with a combined cumulative deficit of £3.7 million. An increase of four schools holding a deficit from the previous seven schools.

4   Governing Body Ratified Budget Plans 2023-24 and future years

4.1 The Scheme requires schools to submit budget plans that have been ratified by their Governing Body by 1 May each year. These plans should include budgets for the new financial year and indicative budget plans for the next two years (primaries) or three years (secondaries / all-age / special schools). These budget plans are then reviewed by the Head of Education and the Head of Finance to assess whether they comply with the Scheme and to agree any actions that may be required.

4.2 As shown in Table 2 below, collectively schools intend to utilise £6.0 million of their reserves during 2023-24, resulting in a budgeted carry forward position of £0.6 million surplus balance at the end of March 2024.

Table 2: Summary of budgeted school balances position at 31 March 2024

	Primary	Secondary	All-Age	Special	Total
Governor Ratified Budgets (1st May 2023)					
Number of schools projecting a surplus	60	3	2	2	**67**
Projected Value of Surplus (£)	3,742,103	628,816	435,704	354,249	**5,160,872**
Number of schools in Deficit	14	5	1	1	**21**
Projected Value of Deficit (£)	(566,927)	(3,827,862)	(29,894)	(124,239)	**(4,548,921)**
Overall – Number	**74**	**8**	**3**	**3**	**88**
Overall – Value (£)	**3,175,176**	**(3,199,046)**	**405,810**	**230,010**	**611,951**

4.3   Of the budgets submitted, sixty seven schools were budgeting to be in a cumulative surplus position at 31 March 2024, meeting the criteria to be approved under the Scheme (this is thirteen fewer than the previous year). Twenty-one schools are budgeting to be in a cumulative deficit position at 31 March 2024 (this compares to ten schools in May 2022). Of the 21 budgets projecting a deficit at the end of this financial year, fifteen are categorised as unlicensed deficits as they do not meet the criteria within the Scheme to be categorised a licensed deficit.

4.4   The sixteen schools that have submitted budgets that are in unlicensed positions are listed below, along with commentary on actions in place.

School	Comment
Berriew CP School	Deficit recovery plan requested.
Brynhafren CP School	Deficit agreement in place, to be updated.
Churchstoke CP School	Project in-year surplus in 2025-26. Deficit agreement to be put in place.
Cradoc CP School	Deficit recovery plan requested
Crossgates CP School	Anticipated growth in pupil numbers from September 2023 will improve this position. Budget to be reviewed again at that time.
Llanbister CP School	Project in-year surpluses from 2024-25 onwards. Deficit agreement to be put in place.
Llanfihangel Rhydithon CP School	Spending restriction in place in advance of closure to minimise projected deficit.
Llangedwyn CinW Voluntary Controlled School	Very low pupil numbers. Working with school to minimise projected deficit.
Ysgol Dafydd Llwyd	Deficit recovery plan requested

Ysgol Meifod	Project in-year surpluses from 2024-25 onwards. Deficit agreement to be put in place.
Brecon High School	Project in-year surpluses from 2024-25 onwards. Working with school to put a deficit agreement in place. Warning notice remains in place, to be reviewed Autumn term 2023.
Crickhowell High School	Budgeted in-year surpluses throughout budget plan, cumulative deficit reducing.
Welshpool High School	Projecting in-year deficits from 2024-25 onwards. In-depth review to be undertaken. Recovery plan requested.
Ysgol Calon Cymru	Budgeted in-year deficits throughout budget plan. Recovery plan requested.
Ysgol Maesydderwen	Projecting in-year deficits from 2024-25 onwards. In-depth review to be undertaken. Recovery plan requested. Warning notice remains in place, to be reviewed Autumn term 2023.
Ysgol Bro Caereinion	Projecting in-year deficits from 2024-25 onwards. In-depth review to be undertaken. Recovery plan requested.

4.5 In addition to these schools, one school remains on a warning notice in relation to its financial position:

School	Comment
Ysgol Cedewain	Budget plan is in a licensed deficit position under the Scheme. Project in-year surpluses from 2024-25 onwards. Warning notice remains in place, to be reviewed Autumn term 2023.

5 Loan Scheme

5.1 In 2013-14, the authority approved the implementation of a loan scheme which was subsequently withdrawn during 2015-16. Only two schools continue to hold loans under this scheme and continue to make payments in line with their agreements, being Caersws CP School (balance at 1 April 2023: £2,500 and Ysgol Dyffryn Trannon (balance at 1 April 2023: £4,500), totalling £7,000, as shown in Table 1 above.

6 Conclusion and Resource Implications

6.1 Cumulative deficit balances in future years remain a concern and a significant risk to the authority. Schools are generally working constructively with Council officers to bring in-year budgets into balance and prevent the deficits increasing further. Once this position has stabilised, work continues on reducing the cumulative deficits.

6.2 All schools' forecasts are updated and reviewed on a monthly basis and any concerns highlighted with the Head of Education and Head of Finance and raised with individual schools at the earliest opportunity. A collaborative approach to early intervention and support is key to avoid the escalation of financial issues.

6.3 The Head of Finance (S151 Officer) comments as follows: "While the receipt of grants received by schools during 2020-21 and 2021-22 has resulted in large surpluses for many schools, the projected financial position of our Schools continues to be a challenge. The impact of rising costs, particularly energy costs and pay awards will need to be monitored carefully by Governing Bodies and factored into their budget plans, the improved outturn position will assist schools in managing this. Historic deficits particularly in the secondary sector continue to challenge Governing Bodies. In the current financial situation it is important that those schools focus on their in year budget position to limit any further impact on the deficit. It is essential that all Governing Bodies work with Schools Service, HR and Finance officers to take action to provide an appropriate curriculum that can be delivered within the funding provided. Further action will be considered where Governing Bodies do not proactively work with the Authority to address their budget position."

7   Legal implications

7.1 The Head of Legal Services and the Monitoring Officer has commented as follows: "I note that the report is for information purposes only and have nothing to add to the report".

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Head of Service:	Georgie Bevan / Jane Thomas
Corporate Director:	

Powys Scheme for Financing Schools 2023-24 – Processes following identification of potential deficit

Stage	School Action	Local Authority Action	Relevant Local Authority Officers
Stage 1 School identifies deficit or LA Officer raises a concern	School notifies LA school finance officer at earliest opportunity School acts with utmost prudence freezing all appointments and unplanned expenditure	Head of Education is notified Head of Education arranges team to ensure that Stage 2 is undertaken to ascertain financial position of the school	Head of Education School Improvement Adviser School Finance Officer HR Adviser
Stage 2 Exploration of issue	School provides LA with all necessary information and prioritises required meetings	Discussions with school to establish possible cause of issue and potential solutions Notify Schools Finance Officer, HR Advisor and School Improvement Adviser	Head of Education School Improvement Adviser School Finance Officer HR Adviser
Stage 3 Finalisation of agreed actions to be undertaken	Following exploration of issue, agree required actions with LA, for example: • provision of 5 year forecast outturn/cashflow and curriculum plan • a deficit recovery action plan, including timescales agreed with LA, is approved by governing body and signed by Chair	Following exploration of issue, agree required actions with the school LA named officers / advisers work with the school to develop recovery plan Recovery plan submitted to LA for agreement. LA notifies school of conditions required as part of recovery action plan and of the support and monitoring arrangements.	Head of Education School Improvement Adviser School Finance Manager HR Adviser

Stage	School Action	Local Authority Action	Relevant Local Authority Officers
Stage 4 Implementation and monitoring as detailed in recovery action plan	School implements recovery action plan complying with all limitations and monitoring requirements required by LA	LA monitors progress with action plan and supports school as required by the recovery action plan e.g. timely decisions of staff appointments, agreement to budgets etc	School Improvement Adviser School Finance Officer HR Adviser
Stage 5 Formal meeting	Attendance at formal meeting by Head, Chair of Governors and Chair of Finance Committee	A formal meeting to be held with the school if: • the actions agreed in stage 3 are not completed within the agreed timescale; or • the school defaults on any aspects of the recovery action plan	Section 151 Officer Head of Education School Finance Manager School Improvement Adviser HR Adviser

The Authority may issue a notice of concern at any stage in the table above.

Where the Authority deems it appropriate, the authority may issue a Warning Notice to a school and will adopt the Welsh Government's Schools Causing Concern Guidance 2017 (222/2017) alongside the relevant legislative provisions.

Where a warning notice has been issued which has not been complied with to the satisfaction of the local authority within the compliance period, the school is eligible for intervention, as set out in the Welsh Government's Schools Causing Concern Guidance 2017 (222/2017).

School	2022-23 Actual Outturn Cumulative c/fwd surplus / (deficit) at 31 March 2023	Budget Positions Ratified by Governing Bodies submitted 1 May 2023					
		2023-24 In year under / (over) spend	2023-24 Projected Cumulative c/fwd surplus / (deficit) at 31 March 2024	2024-25 In year under / (over) spend	2024-25 Projected Cumulative c/fwd surplus / (deficit) at 31 March 2025	2025-26 In year under / (over) spend	2025-26 Projected Cumulative c/fwd surplus / (deficit) at 31 March 2026
Abermule CP School	78,710	(53,886)	24,824	(2,194)	22,630	(27,477)	(4,847)
Archdeacon Griffiths C in W A School	108,945	(27,535)	81,410	(19,202)	62,208	(6,397)	55,811
Arddleen C P School	72,809	(34,424)	38,385	6,046	44,431	(15,552)	28,879
Berriew C P School	24,075	(35,425)	(11,350)	(25,690)	(37,040)	(28,594)	(65,634)
Brynhafren C P School	(123,492)	(15,719)	(139,211)	(28,913)	(168,124)	(37,994)	(206,118)
Builth Wells C P School	174,326	(48,993)	125,333	(66,427)	58,906	(80,814)	(21,908)
Buttington/Trewern C P School	37,477	(19,476)	18,001	216	18,217	(28,632)	(10,415)
Caersws C P School	78,797	(34,515)	44,282	(18,211)	26,071	(19,075)	6,996
Carreghofa C P School	94,993	(20,283)	74,710	(11,496)	63,214	(14,969)	48,245
Churchstoke C P School	(42,663)	(45,504)	(88,167)	(30,316)	(118,483)	913	(117,570)
Clyro C in W Controlled School	23,728	(16,117)	7,611	(7,182)	429	8,606	9,035
Cradoc C P School Closes Aug 24	41,070	(95,995)	(54,925)	(39,985)	(94,910)		
Crickhowell C P School	193,804	(112,364)	81,440	13,768	95,208	(35,705)	59,503
Crossgates C P School	31,007	(51,466)	(20,459)	(102)	(20,561)	(21,114)	(41,675)
Cwm Banwy	52,948	(48,244)	4,704	(22,699)	(17,995)	(2,042)	(20,037)
Forden C in W School	64,336	(23,511)	40,825	(13,763)	27,062	(30,539)	(3,477)
Franksbridge C P School	74,861	(16,016)	58,845	(24,851)	33,994	(37,256)	(3,262)
Gladestry C in W Controlled School	86,012	(25,000)	61,012	(23,176)	37,836	(39,193)	(1,357)
Guilsfield C P School	150,322	(51,746)	98,576	(32,185)	66,391	(39,809)	26,582
Hay-On-Wye C P School	142,304	(47,666)	94,638	(5,528)	89,110	(29,407)	59,703
Irfon Valley C P School	55,753	(13,335)	42,418	(20,005)	22,413	(20,437)	1,976
Knighton C in W Controlled School	274,369	(101,649)	172,720	(78,678)	94,042	(117,206)	(23,164)
Leighton C P School	75,516	(27,447)	48,069	(8,181)	39,888	(16,440)	23,447
Llanbedr C in W Aided School Closes Aug 23	26,170	(20,164)	6,006				
Llanbister C P School	7,098	(58,895)	(51,797)	25,999	(25,798)	24,109	(1,689)
Llandinam C P School	40,095	(25,239)	14,856	(10,286)	4,570	(6,426)	(1,856)
Llandrindod Wells C P School Cefnllys	196,363	(82,837)	113,526	(68,855)	44,671	(98,892)	(54,221)
Llandysilio C in W School	(9,350)	(4,317)	(13,667)	19,111	5,443	22,505	27,949
Llanelwedd C in W Primary School	106,060	(24,876)	81,184	(18,165)	63,019	(19,298)	43,721
Llanfaes C P School	119,171	(50,535)	68,636	(17,500)	51,136	(18,095)	33,041
Llanfechain C in W School	62,211	(22,439)	39,772	(38,990)	782	(47,372)	(46,590)
Llanfihangel Rhydithon C P School Closes Aug 23	(33,715)	(5,688)	(39,403)				
Llangattock C in W Controlled School	83,560	(28,732)	54,828	(38,312)	16,516	(35,122)	(18,606)
Llangedwyn C in W Voluntary Controlled School	3,597	(33,962)	(30,365)	(65,536)	(95,900)	(70,940)	(166,840)

School	2022-23 Actual Outturn Cumulative c/fwd surplus / (deficit) at 31 March 2023	2023-24 In year under / (over) spend	2023-24 Projected Cumulative c/fwd surplus / (deficit) at 31 March 2024	2024-25 In year under / (over) spend	2024-25 Projected Cumulative c/fwd surplus / (deficit) at 31 March 2025	2025-26 In year under / (over) spend	2025-26 Projected Cumulative c/fwd surplus / (deficit) at 31 March 2026
Llangors C in W Controlled School	95,758	(62,372)	33,386	(3,102)	30,284	2,380	32,664
Llangynidr C P School	197,333	(27,560)	169,773	(11,276)	158,497	(2,903)	155,594
Llanidloes C P School	179,722	(102,212)	77,510	(79,357)	(1,847)	(19,109)	(20,955)
Llanrhaeadr Ym Mochnant C P School	104,518	(12,092)	92,426	12,233	104,659	7,309	111,969
Llansantffraid C in W Aided School	50,877	(40,132)	10,745	(37,327)	(26,582)	(39,128)	(65,711)
Maesyrhandir C P School	98,700	(44,077)	54,623	(31,079)	23,544	(12,714)	10,830
Montgomery C in W School	41,905	(23,106)	18,799	(17,355)	1,444	(20,666)	(19,222)
Mount Street C P Infants School Closes Aug 24	106,092	(65,521)	40,571	(25,172)	15,399		
Mount Street C P Junior School Closes Aug 24	108,682	(24,979)	83,703	(20,877)	62,826		
Newbridge-On-Wye C in W Controlled School	92,928	(17,963)	74,965	9,313	84,278	14,859	99,137
Penygloddfa C P School	75,430	(45,707)	29,723	2,569	32,292	(15,195)	17,097
Presteigne C P School	120,886	(27,975)	92,911	(20,209)	72,702	(20,308)	52,394
Priory C in W Aided School	134,201	(49,875)	84,326	(29,557)	54,769	(26,381)	28,388
Radnor Valley C P School	93,744	(30,365)	63,379	(19,252)	44,127	(29,847)	14,280
Rhayader C in W Controlled School	(58,182)	(13,028)	(71,209)	71,501	292	47,584	47,875
Sennybridge C P School	157,129	(69,134)	87,995	(18,650)	69,345	(27,188)	42,157
St Mary's Catholic School	126,225	(61,445)	64,780	(31,925)	32,855	(38,699)	(5,844)
St Michael's C in W V A School	48,466	(27,873)	20,592	(12,862)	7,731	(28,489)	(20,758)
Treowen C P School	58,667	(37,412)	21,255	(3,652)	17,603	(33,849)	(16,246)
Welshpool C in W	307,134	(146,074)	161,060	(31,557)	129,503	(11,496)	118,007
Ysgol Bro Cynllaith	30,618	5,130	35,748	6,932	42,680	(21,160)	21,520
Ysgol Bro Tawe	118,392	(66,064)	52,328	(24,227)	28,101	(49,615)	(21,514)
Ysgol Dafydd Llwyd	61,740	(68,113)	(6,372)	(27,858)	(34,230)	(7,222)	(41,452)
Ysgol Dolafon	40,924	(15,443)	25,481	(598)	24,883	(7,048)	17,835
Ysgol Dyffryn Trannon	138,880	(89,992)	48,888	(26,369)	22,520	(21,251)	1,269
Ysgol Glantwymyn	36,616	(59,577)	(22,961)	(275)	(23,238)	37,121	13,883
Ysgol Golwg Y Cwm	141,965	(101,605)	40,360	(72,976)	(32,616)	(67,792)	(100,408)
Ysgol Gymraeg Dyffryn Y Glowyr	265,693	(151,816)	113,878	12,709	126,587	39,765	166,351
Ysgol Gymraeg Y Trallwng	142,582	(92,033)	50,549	(38,792)	11,757	32,613	44,370
Ysgol Gynradd Carno	65,349	(10,641)	54,708	(28,110)	26,598	(36,694)	(10,096)
Ysgol Llanbrynmair	159,570	(53,929)	105,641	(38,799)	66,842	(42,186)	24,656
Ysgol Meifod	(5,629)	(1,571)	(7,200)	1,158	(6,042)	4,558	(1,484)
Ysgol Pennant	147,489	(66,628)	80,861	(23,210)	57,651	(35,647)	22,004
Ysgol Pontrobert	49,212	(59,052)	(9,840)	7,086	(2,754)	3,538	784
Ysgol Rhiw Bechan	90,016	(89,669)	347	1,179	1,526	(13,509)	(11,983)
Ysgol Trefonnen	151,286	(66,852)	84,434	(14,912)	69,522	(40,699)	28,824

School	2022-23 Actual Outturn Cumulative c/fwd surplus / (deficit) at 31 March 2023	2023-24 In year under / (over) spend	2023-24 Projected Cumulative c/fwd surplus / (deficit) at 31 March 2024	2024-25 In year under / (over) spend	2024-25 Projected Cumulative c/fwd surplus / (deficit) at 31 March 2025	2025-26 In year under / (over) spend	2025-26 Projected Cumulative c/fwd surplus / (deficit) at 31 March 2026
Ysgol Y Cribbarth	128,172	(23,674)	104,497	9,322	113,819	81,959	195,778
Ysgol Y Mynydd Du	105,150	(42,341)	62,809	(10,263)	52,546	7,047	59,593
Ysgol-Y- Bannau	31,512	(16,156)	15,356	11,520	26,876	13,924	40,800
Ysgol Calon Y Dderwen	243,415	(156,331)	87,084	(19,269)	67,814	(43,756)	24,058
Total Primary	6,654,433	(3,479,257)	3,175,176	(1,244,634)	1,963,937	(1,308,557)	672,065
Brecon High School	(1,647,127)	(86,618)	(1,733,745)	41,350	(1,692,395)	189,053	(1,503,342)
Crickhowell High School	(510,860)	25,576	(485,284)	87,839	(397,445)	149,362	(248,083)
Gwernyfed High School	308,669	(256,106)	52,563	(62,612)	(10,049)	(148,008)	(158,057)
Llanidloes High School	269,777	(135,376)	134,401	(144,865)	(10,464)	(159,437)	(169,901)
Newtown High School	913,253	(471,401)	441,852	(630,093)	(188,241)	(669,145)	(857,386)
Welshpool High School	(203,055)	923	(202,132)	(94,120)	(296,252)	(170,802)	(467,054)
Ysgol Calon Cymru	(951,819)	(370,784)	(1,322,603)	(229,585)	(1,552,188)	(323,613)	(1,875,801)
Ysgol Maesydderwen	(86,692)	2,594	(84,098)	(136,167)	(220,265)	(236,513)	(456,778)
Total Secondary	(1,907,854)	(1,291,192)	(3,199,046)	(1,168,253)	(4,367,299)	(1,369,103)	(5,736,402)
Ysgol Bro Hyddgen	235,600	(157,546)	78,054	(200,485)	(122,431)	(212,971)	(335,402)
Ysgol Llanfyllin	540,021	(182,371)	357,650	(134,637)	223,013	(167,439)	55,574
Ysgol Bro Caereinion	54,280	(84,174)	(29,894)	(294,589)	(324,483)	(429,093)	(753,576)
Total All-Age	829,901	(424,091)	405,810	(629,711)	(223,901)	(809,503)	(1,033,404)
Brynllywarch Hall Residential	282,999	(239,819)	43,180	(28,755)	14,425	(19,367)	(4,942)
Ysgol Cedewain Special School	79,636	(203,875)	(124,239)	229,563	105,324	263,763	369,087
Ysgol Penmaes Special School	683,955	(372,886)	311,069	(171,079)	139,990	(224,070)	(84,080)
Total Special	1,046,590	(816,580)	230,010	29,729	259,739	20,326	280,065
Grand Total	6,623,071	(6,011,120)	611,951	(3,012,869)	(2,367,523)	(3,466,837)	(5,817,675)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

Powys

Learning and Skills Scrutiny Committee

Scrutiny Observations to Cabinet on TBC:

The Learning and Skills Scrutiny Committee met on 21st June 2023 and considered the following documents:

Schools Budgets 2023/24

The Learning and Skills Scrutiny Committee thank the Portfolio Holder for a Learning Powys and Finance and Corporate Transformation and officers for attending scrutiny.

Scrutiny made the following observations:

- The Committee welcomed:
  That Secondary Schools are offering as broad a curriculum as possible, given the current financial restraints, however this has to be right for the children and young people of Powys who deserve as broad an education as possible to meet their needs.

- The Committee noted:
  The backlog of maintenance works (£80m) has not been factored into budgets presented.
  Recovery plans are in place in a number of schools across the Sectors.

- The Committee requested that:
  A review of the 13 sites be undertaken for Secondary Schools including and increasing the provision of bilingual schools rather than dual stream.

  Cabinet relook at school budgets and address the situation with so many schools going into deficit. Schools with longstanding deficit need to see improvement.

- The Committee remained unconvinced about:
  The pace of transformation within the Education Sector.

  Sustainable Powys work in reviewing the fiscal position in Education for 24/25.

- The Committee expressed concern:
  That virtually every school is in or possibly heading into an overspend position, with the prospect of very little or no surplus budget remaining in the next financial year.

  Of possible redundancies in schools due to the current financial position and the lack of progress on the grants awarded for Energy Efficiencies.

  Of the effect deficits in schools budgets is having on the mental health of Headteachers, staff and those on the Governing Bodies.

Of the impact on the quality of education within the Primary Sector which has seen a huge deficit swing.

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
1. A review of the 13 sites be undertaken for Secondary Schools, to include and increase the provision of bilingual schools rather than dual stream.			
2. Cabinet relook at school budgets and address the situation with so many schools going into deficit.			
3. Transformation within the Education needs to gather pace with immediate effect.			
4. Grant monies to be released to Education at the earliest opportunity and prior to the finalisation of budgets.			

In accordance with Rule 7.27.2 the Cabinet is asked to provide a written response to the scrutiny report, including an action plan where appropriate, as soon as possible or at the latest within 2 months of the date of the Cabinet meeting i.e., by 21st September 2023

Membership of the Learning and Skills Scrutiny Committee on :
County Councillors:
G. Thomas, G.D. Jones, D. Bebb, M Beecham, A W Davies, B Davies, G Morgan, D. Meredith, S McNicholas G Preston & L. Roberts
Co-Opted Members:
K. Chedgzoy, S. Davies, M. Evitts.

CYNGOR SIR *POWYS* COUNTY COUNCIL.

CABINET EXECUTIVE
11th July 2023

REPORT AUTHOR: **County Councillor Jackie Charlton**
                      Cabinet Member for a Greener Powys

REPORT TITLE: **Powys: A Council of Sanctuary**

REPORT FOR: **Decision**

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1. Purpose

1.1.   This report is seeking approval for Powys County Council to formally join the City of Sanctuary Local Authority Network, and to begin the process of applying to become a 'Council of Sanctuary' as part of the City of Sanctuary movement[1]. The proposal will help the Council to tackle poverty and inequality to support the well-being of the people of Powys, in line with our commitments within the new Corporate and Strategic Equality Plan, *"Stronger, Fairer, Greener"*.

2. Background

2.1.   This report uses the terms refugee and asylum seeker as defined by the 1951 Refugee Convention[2], that is:

- Refugee – a person outside of their country, who owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country.
- Asylum seeker – a person who has crossed an international border in search of protection but whose claim for refugee status has not been decided. Until they receive a decision as to whether or not they are a refugee, they are known as an asylum seeker.

The term sanctuary seeker is used as per the City of Sanctuary definition[3], that is: both refugee and asylum seekers, as well as people seeking other forms of protection.

2.2.   Powys has a long history of welcoming sanctuary seekers, and since 2016 Powys County Council has formally been supporting refugees to resettle in the county. As at 12th June 2023, the local authority is supporting 6 Afghan families, 15 Syrian families, and 105 Ukrainian families.

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[1] The City of Sanctuary movement coordinates, supports, and grows networks of welcome. The organisation works with individuals, groups, and individuals to encourage inclusivity, solidarity, and compassion for people from a forced displacement background.
[2] https://www.unhcr.org/uk/about-unhcr/who-we-are/1951-refugee-convention.
[3] https://cityofsanctuary.org/resources/facts-and-figures/

2.3. Powys County Council is current supporting the UK Resettlement Scheme (UKRS), the Afghan Relocation and Assistance Programme (ARAP), the Homes for Ukraine scheme, and the Welsh Government Ukraine Super Sponsor scheme. In addition, we have one Community Sponsorship[4] group, Croeso Llanidloes who, supported by Powys County Council, are working directly with the Home Office in the hope of shortly resettling a refugee family.

2.4. Resettlement in Powys is currently coordinated by the Resettlement Project Manager, within the Housing Service, whilst a separate Ukrainian Resettlement Team has been established (on fixed term contracts until 31st March 2024) within Property, Planning and Public Protection.

2.5. In February 2022, the UK Government mandated that all UK local authorities should accommodate a share of asylum seekers, under the asylum dispersal programme. To date, Powys does not officially accommodate any adult asylum seekers. However, plans are being drawn up with key partners to ensure that we are ready to accommodate any asylum seekers, should this be mandated by the Home Office.

2.6. In Powys, a 'Team Powys' approach has been adopted to support and assist refugees, and Powys County Council has worked in partnership across the public, private, and voluntary sector. This coordinated approach has ensured that the welfare of those moving into Powys is maintained, and that community cohesion between new and existing communities has been supported effectively. This was something that was formally recognised in the recent Staff Awards.

2.7. Community Support for sanctuary seekers in Powys is widespread, and seven support groups exist across the county, all of which are in place to welcome arrivals, and to support them on their resettlement journey in Powys. These communities are well connected socially, and help support individuals to be personally and economically resilient.

2.8. In 2019, the Welsh Government declared, in a plan endorsed by the United Nations, that Wales would become the world's first 'Nation of Sanctuary' whereby Wales will welcome people through safe and legal routes who need help on humanitarian grounds to rebuild their lives. Powys County Council has already begun to map out progress on work towards this plan, and should this motion be approved, work on this mapping, and the development of a local action plan will be progressed at pace.

2.9. The aspirations of this plan are aligned to the Council's new Corporate and Strategic Equality Plan, *"Stronger, Fairer, Greener"*, as it supports the notions that we will be stronger by succeeding together, with communities and people that are well connected socially, and are personally and economically resilient, and supports a fairer Powys which is working to tackle poverty and inequality.

2.10. The only Welsh local authority who has achieved 'Council of Sanctuary' status is Swansea, with Flintshire, Newport, Vale of Glamorgan, and Monmouthshire local authorities both recently passing motions to work towards achieving the accreditation.

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[4] Community Sponsorship is a formal route for refugees.

3. Advice

3.1. It is proposed that Powys County Council formally join the City of Sanctuary Local Authority Network, and to begin the process of applying to become an accredited 'Council of Sanctuary' as part of the City of Sanctuary movement.

3.2. Should the proposal be adopted, Powys County Council will pledge to:
- Support the City of Sanctuary vision that we will be a welcoming place of safety for all, and proud to offer sanctuary to people fleeing violence, persecution, famine, or natural disaster.
- Endorse the City of Sanctuary Charter[5] and agree to act in accordance with City of Sanctuary values and apply the network principles within our work as far as our specific context enables us.
- Recognise the contribution of people seeking sanctuary. Sanctuary seekers are welcomed, included, and supported within our context and support local City of Sanctuary groups.
- Challenge anti-refugee and anti-migrant attitudes wherever they are found.
- Add the Council's name to a list of supporters of City of Sanctuary and contribute ideas for how we can turn this support into practical action.

3.3. Following this, if the City of Sanctuary movement accept Powys County Council's membership, the Council will develop an action plan showing how we will meet UK local authority network criteria. This involves providing evidence that we are:
- Learning about what it means to be seeking sanctuary.
- Taking positive action to embed concepts of welcome, safety and inclusion across all departments and staff within the Council. To take steps in ensuring this progress remains sustainable.
- Work with our partners to implement the City of Sanctuary pledges through our actions and policies, and with our partners in the statutory and voluntary sector, as well as through services that we commission.
- Sharing our vision, achievements, what we have learned, and good practice with other local authorities, the community, and beyond.

3.4. Powys County Council's action plan would follow the Welsh Government's Nation of Sanctuary – Refugee and Asylum Seeker Plan[6], and following the development of this action plan, Powys County Council will move to become a fully accredited County of Sanctuary.

3.5. Progress will be reported to Cabinet on an annual basis, and the action plan will include both internal and external communication with staff, residents, and partners.

3.6. The Council will also work to align their Council of Sanctuary status with other areas of work, such as supporting LGBTQ+ and black and minority ethnic sanctuary seekers, as outlined within the LGBTQ+ Action Plan for Wales and Anti-Racist Wales Action Plan.

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[5] Available at: https://cityofsanctuary.org/2022/02/02/charter/
[6] Available at: https://www.gov.wales/sites/default/files/publications/2019-03/nation-of-sanctuary-refugee-and-asylum-seeker-plan_0.pdf

3.7. Should the proposal be adopted, Powys County Council will contact 'City of Sanctuary' to pledge our support and to join their local authority network, therefore signing up as a supporting organisation.

4. Resource Implications

4.1. Through the activities of its resettlement projects, Powys County Council is already undertaking the activities required as part of the 'City of Sanctuary' pledge. The action plan demonstrating how Powys County Council meets UK local authority network criteria is able to be drawn up within existing resources, by the Resettlement Project Manager and the Ukrainian Resettlement Team.

4.2. Membership of the local authority network is free, however accreditation (for 3 years) as a Council of Sanctuary costs £1500. This fee can be covered within existing resettlement budgets.

4.3. The Head of Finance (Section 151 Officer) notes that any costs associated with the proposal can be accommodated within existing budgets and supports the recommendation.

5. Legal implications

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

5.2. The Head of Legal services and the Monitoring Officer has commented; "I note the legal comment and support the recommendation "

6. Data Protection

6.1. No data protection issues have been identified. This proposal does not involve any processing of personal data.

7. Comment from local member(s)

7.1. Not applicable - this will apply to all areas of Powys.

8. Impact Assessment

8.1. As outlined in this impact assessment, the proposal for Powys County Council to join the City of Sanctuary Local Authority Network, and to work towards becoming an accredited Council of Sanctuary will have a positive impact on both Powys County Council and our population. The acceptance of this proposal presents the below opportunities:
  - Publicly demonstrating that Powys is a welcoming place of safety for all.
  - Allowing Powys County Council to have access to a wider local authority network to share best practice, and learning.
  - For Powys County Council to share resources with other local authorities to ensure best value.

8.2. These opportunities allow for the below high-level impacts:

- Powys is recognised cross the UK, and by our key partners, as being a welcoming and tolerant County that succeeds together.
- The promotion of community cohesion across the county, ensuring that the Powys County Council is supporting fairness and equality, in line with the Stronger, Fairer, Greener corporate plan.
- Further strengthening of relationships with our public, voluntary, and private sector partners.
- An increased awareness of best practice and work being undertaken across UK local authorities to support sanctuary seekers, as well as greater collaboration opportunities.
- An opportunity to ensure that Powys County Council continues to embrace and promote the rights of sanctuary seekers, utilising shared resources, against a context of increasingly challenging budgetary pressures, providing value for money for the people of Powys.
- Improved outcomes for sanctuary seekers in Powys, who will likely benefit from the above actions of a personal wellbeing level, as well as ensuring that there is a greater awareness of sanctuary seekers in all areas of Powys County Council.

8.3.   It should be noted, that although it is free to join the City of Sanctuary Local Authority Network, should Powys County Council become accredited as a Council of Sanctuary, there is an accreditation fee of £1500. However, this cost is minimal in comparison of the societal return on investment.

9. <u>Recommendation</u>

9.1.   This report recommends that Cabinet agrees to the Council becoming a member of the City of Sanctuary Local Authority network, and work towards becoming an awarded 'Council of Sanctuary' by going through the accreditation process for the reasons outlined within the advice section of this paper.

9.2.   Should Cabinet opt not to join the network, it would deny Powys County Council access to expertise and learning opportunities from being part of network.

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Head of Service: Gwilym Davies

Corporate Director: Nigel Brinn

CABINET REPORT NEW TEMPLATE VERSION 3

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

22 June	Cabinet Member for a Connected Powys	Granted delegated authority to the Head of Property, Planning and Public Protection to accept the recommendation of supporting the Freehold Community Asset Transfer of the Land and Oak Tree, East Street, Rhayader.
22 June	Cabinet Member for a Connected Powys	Gave consent to offer surplus properties in Talgarth and Ystradgynlais for sale by Public Auction and agree guide prices for the properties prior to marketing.

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

Cabinet / Delegated Decision Date	Title	Portfolio Holder	Lead	Decision Maker	Scrutiny
11/07/23	Director of Social Services Annual Report		Nina Davies	Cabinet	
11/07/23	Risk Management Policy & Guidance	Councillor David Arnold Thomas	Jane Thomas	Cabinet	Governance & Audit Committee 23 June
11/07/23	School Outturn Positions	Councillor Pete Roberts	Mari Thomas	Cabinet	
11/07/23	Council of Sanctuary	Councillor Jackie Charlton	Greg Langridge-Thomas	Cabinet	
01/08/23	Quarter 4 Treasury Management Report	Councillor David Arnold Thomas	Jane Thomas	Cabinet	
01/08/23	Annual Self-Assessment Report	Councillor James Gibson-watt	Emma Palmer	Cabinet	
01/08/23	Annual Information Governance Report	Councillor Jake Berriman	Helen Dolman	Cabinet	
01/08/23	Corporate Safeguarding Board Activity Report	Councillor Richard Church	Nina Davies	Cabinet	
01/08/23	Rapid Rehousing Transitional Plan	Councillor Matthew Dorrance	Andy Thompson	Cabinet	
01/08/23	Enhanced Homelessness Service Capability	Councillor Matthew Dorrance	Andy Thompson	Cabinet	
01/08/23	Modular Accommodation Initiative	Councillor Matthew Dorrance	Andy Thompson	Cabinet	
19/09/23	Quarter 1 Finance Report	Councillor David Arnold Thomas	Jane Thomas	Cabinet	
19/09/23	Quarter 1 Capital Report	Councillor David Arnold Thomas	Jane Thomas	Cabinet	
19/09/23	Quarter 1 Treasury Management report	Councillor David Arnold Thomas	Jane Thomas	Cabinet	
19/09/23	Welsh Language 5 Year Strategy	Councillor Sandra Davies	Emma Palmer	Cabinet	

Date	Title	Councillor	Officer	Body
19/09/23	Annual RIPA report		Helen Dolman	Cabinet
19/09/23	Quarter 1 Performance Report	Councillor James Gibson-watt	Emma Palmer	Cabinet
19/09/23	Community Alarm Review	Councillor Matthew Dorrance	Andy Thompson	Cabinet
19/09/23	Homes in Powys Allocation Policy Update	Councillor Matthew Dorrance	Andy Thompson	Cabinet
19/09/23	Housing Quality Policy Update	Councillor Matthew Dorrance	Andy Thompson	Cabinet
19/09/23	Actions arising from the Compliance Audit of Housing	Councillor Matthew Dorrance	Andy Thompson	Cabinet
19/09/23	Progression and Learning	Councillor Pete Roberts	Georgie Bevan	Cabinet
19/09/23	Carers Contracts	Councillor Sandra Davies	Rachel Evans	Cabinet
26/09/23	Newtown Schools Transformation Proposal Paper	Councillor Pete Roberts	Emma Palmer	Cabinet
26/09/23	Llanfyllin Catchment Review – Proposal Papers 1	Councillor Pete Roberts	Emma Palmer	Cabinet
26/09/23	Ysgol Calon Cymru – Report and Implementation Plan	Councillor Pete Roberts	Emma Palmer	Cabinet
10/10/23	Quarter 1 Strategic Risk Register	Councillor David Arnold Thomas	Jane Thomas	Cabinet
10/10/23	Customer Services Review	Councillor Jake Berriman	Helen Dolman	Cabinet
10/10/23	LDP Monitoring Report	Councillor Jake Berriman	Peter Morris	Cabinet
10/10/23	Powys Tourism Visitor Marketing Approach	Councillor David Selby	Diane Reynolds	Cabinet
24/10/23	Quarter 2 Finance Report	Councillor David Arnold Thomas	Jane Thomas	Cabinet
24/10/23	Quarter 2 Capital Report	Councillor David Arnold Thomas	Jane Thomas	Cabinet

Date	Title	Councillor	Officer	Body
24/10/23	Quarter 2 Treasury Management report	Councillor David Arnold Thomas	Jane Thomas	Cabinet
24/10/23	Llanfyllin Catchment Review – Proposal Papers 2	Councillor Pete Roberts	Emma Palmer	Cabinet
21/11/23	Council Tax Base for 2024/25	Councillor David Arnold Thomas	Jane Thomas	Cabinet
21/11/23	Corporate Safeguarding Board Activity Report	Councillor Richard Church	Nina Davies	Cabinet
21/11/23	Sennybridge Outline Business Case	Councillor Pete Roberts	Emma Palmer	Cabinet
12/12/23	Sewerage Charges Policy	Councillor Matthew Dorrance	Andy Thompson	Cabinet
16/01/24	Quarter 2 Strategic Risk Register	Councillor David Arnold Thomas		Cabinet
27/02/24	Quarter 3 Performance Report	Councillor James Gibson-watt	Emma Palmer	Cabinet

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol