

STRATEGIC RISK REGISTER UP DATE

Strategic Risk Register Reference	COUNCIL PRIORITY	RESPONSIBLE OFFICER	QTR 2 RISK DESCRIPTION	CONTROLS & ACTIONS	ORIGINAL RISK RATING 2017/18			Risk Rating QTR 2 2018/19			Risk Rating QTR 3 2018/19			QTR 3 UPDATE 2018/19
					I	L	RATING	I	L	RATING	I	L	RATING	
1	LIVING WITHIN OUR MEANS	Chris Lee	Future financial settlements from the Welsh Government are forecast to reduce, if the Council does not ensure that the investment and financial planning decisions are aimed at long term stability and sustainability, it will be unable to deliver effective services to residents and businesses within the County Borough.	<p>CONTROLS</p> <ul style="list-style-type: none"> Decision making arrangements need to demonstrate links with the Council's Corporate Plan priorities (that are themselves aligned to the Well-being of Future Generations Act); Investment and financial planning decisions are subject to Cabinet approval and where appropriate pre-scrutiny; and A requirement for the Council to forecast its revenue budget over the medium term and set a rolling three year Capital Programme. <p>ACTIONS</p> <ul style="list-style-type: none"> Budget holders and Finance / Performance officers working together to ensure: <ul style="list-style-type: none"> Robust and deliverable annual revenue budgets and 3 year capital programme are set taking into account Corporate Plan priorities. In year operational performance results are in line with targets and the agreed capital / revenue resources and additional investment funding approved. The Council's year-end Statement of Accounts (SoA) receive an unqualified opinion (i.e. clean bill of health) and General Balances are at an appropriate level as determined by the Responsible Finance Office i.e. a minimum of £10M. The public reporting of financial and operational performance information during the year to enable results to be scrutinised and designated elected members and officers held to account; and Applying a medium term financial planning approach to service planning to enable the Council to effectively plan future service delivery in line with expected resources available 	5	4	20	5	3	15	5	3	15	<p>ORIGINAL RISK RATING 5*4=20</p> <p>The 2018/19 Quarter 3 Performance Report is reporting pressures within the Council's revenue budget, particularly within Adult Services of the Community and Children's Services Group (and is reflective of increasing demand on a number of services within this area). The overall (Council wide) projected revenue position is £0.403M overspent at quarter 3, and whilst an improving position compared to Quarter 2 where the projected position was £1.286M overspent, a key factor supporting this improving picture is the provision of additional one-off funding from Welsh Govt in recognition of the significant pressures the social care sector are facing and Welsh Govt's aim to support sustainable social services across Wales.</p> <p>During the third quarter, the Council received its provisional (on 9/10/18) and final Local Government Settlement for 2019/20 (on 19/12/18) and undertook a comprehensive budget consultation exercise on the 2019/20 revenue budget, including council tax (the consultation period started on 5/11/18 and ended on 17/12/18). This information, together with the final Local Government Settlement and updated budget requirements, will be taken into account as part of the Senior Leadership Team formulating a proposed 2018/19 Budget Strategy for Cabinet's consideration. This work will be completed in quarter 4.</p> <p>As part of planning for the future, the Council undertook an assessment of its earmark reserves, the outcome of which was the release of £11.550M to invest in priority areas and also the utilisation of £0.800M base budget to enable £12M of Prudential Borrowing to support on-going investment in highways. This package of investment was approved by Council on 24th October 2018. This forward looking approach is in line with the Council's Medium Term Financial Planning arrangements, where work is continuing to plan and invest for the future in the five areas of: digitisation; early intervention and prevention; commercialisation; independence; and efficient and effective. In parallel with this, work progressed to plan for the reconfiguration of the Council's mobile library service and day nursery provision.</p> <p>No change to the risk rating.</p>
2	PEOPLE	Ann Batley	If the key service modernisation priorities for Children's Services (CIN, CPR & CLA) are not managed effectively then the ability of the Council to effectively support vulnerable children and families and meet the requirements of the Social Services & Wellbeing (Wales) Act may be compromised.	<p>CONTROLS</p> <ul style="list-style-type: none"> C&S – monitored through Children Services Management Team on a quarterly bases. CP: Monitored through the Cwm Taf Safeguarding Quality Assurance Group that reports to the Safeguarding Board on a quarterly bases. CLA: Monitored through the CLA Strategic Group and CLA Quality Assurance Group that meets monthly. <p>ACTIONS</p> <ul style="list-style-type: none"> CLA - plan in place to continue to work to reducing CLA. This covers close monitoring of those who come into the system and those who need to leave the system. This includes 	5	3	15	5	3	15	3	5	15	<p>ORIGINAL RISK RATING: 5x3=15</p> <p>The number of CLA has reduced this quarter to 679. Although the reduction is favourable it again shows the continual fluctuation over the quarters in the numbers. Children looked after continue to be a priority and the position is monitored monthly through the Children Looked After Quality Assurance meetings. The work of Resilient Families continues to increase : over 1,500 families being worked with between January 2018 to 31st December 2018 (this highlights the need that vulnerable families have for earlier services - of a preventative nature) and 359 cases have been stepped down from Statutory Services to Resilient Families with only 153 being stepped up. This again is going in the right direction but due to the numbers is having very little impact on the statutory services demand at present. It is anticipated that this will not change in the near future. There continues to be a strategic risk due to the unpredictability of this service group and therefore the strategic risk rating should not be changed at this stage.</p>
3	PEOPLE	Neil Elliott	The changing demographics and potential increase in demand to social services may impact on the ability of the Council to safeguard its vulnerable adults and keep citizens independent for longer. If we do not modernise services (working with partners including Health and Third Sector) in line with the SS@WB Act this may result in inappropriate care and support and increased costs of providing services.	<p>CONTROLS</p> <p>The multi-agency Transformational Leadership and Strategic Partnership groups are now in place reporting to the Cwm Taff Social Services & Wellbeing Board and Cwm Taff Public Service Board to maximise integration opportunities across the region.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Stay well @ Home Service in place Statement of Intent for Older People's Services Population needs assessments Adult Services Improvement/development plans being developed with partners focusing on early intervention, prevention and support. 	5	3	15	5	3	15	5	3	15	<p>ORIGINAL RISK RATING: 5x3=15</p> <p>We continue to see an increase in number of people in receipt of care and support with higher levels of frailty, complex needs and lifelong illness, which is placing pressure across the health and social care systems.</p> <p>Reablement continues to be a priority and through multi-agency intervention the majority of individuals are supported to live independently with no or reduced ongoing care and support from Adult Social Care. The Stay Well @ Home service along with plans for the development of phase 2 and enhancements in assistive technology (through the integrated Cwm Taf Safe Well in the Community Transitional Bid) will further enhance our system wide approaches to early interventions and prevention.</p> <p>There is an increasing demand for home care as we aim to support more people to live at home rather than in care home settings and therefore securing the right capacity in some areas at "peak call" times (as is the case in the rest of Wales) and certain geographical areas as providers struggle to recruit staff in these areas remains a challenge (although this is being managed across care providers to minimise impact on delays awaiting commencement of care packages). We are continuing to work with homecare providers to build capacity and resilience to improve the stability of the market and ensure we can meet demand and ensure good quality care to all individuals at all times. Support in the short term is provided by the local authority 'Holding' Service as a short term measure if there is a lack of capacity in the independent sector.</p> <p>Recruitment and retention issues in the care profession are higher than average. We are continuing to work with regional partners to develop a major workforce development programme for the care sector 'to promote positively the opportunity to work in care, linked to career pathways and fair terms and conditions'.</p> <p>In November 2018, Cabinet Members agreed to consult on transformational options for the Local Authority's care provision – and proposals put forward outlined options to substantially invest in and modernise residential and day care services to better meet the needs of the County Borough's older residents. The consultation period will begin on Monday, January 14, and run for 12 weeks.</p> <p>No change to the risk rating.</p>
4	ECONOMY	Chris Bradshaw	If projects are not delivered on time and/or on budget then this could impede the delivery and intended (positive) impact of the 21st Century Schools Programme within the Council.	<p>CONTROLS</p> <ul style="list-style-type: none"> A designated project board is in place that oversees the delivery of the Council's 21st Century programme. Regular updates are reported to the Welsh Government. Individual projects are managed using PRINCE2 methodology. <p>ACTIONS</p> <ul style="list-style-type: none"> Submission and approval of all business cases within Band A of the 21st Century Schools Programme. Seek planning approval for all projects under the Rhondda and Tonyrefail Programme. Building works commenced on site for all projects under the Rhondda and Tonyrefail Programme. Complete building works on extended Y Pant Comprehensive School 	5	3	15	4	2	8	4	2	8	<p>ORIGINAL RISK RATING 5x3=15</p> <p>Cymmer Primary and YGG Tonyrefail were completed during Qtr 3 in accordance with the agreed programme. Despite good progress being achieved at Tonyrefail 3-19 school, the agreed handover date for the main school is due at the end of Qtr 4 and we still have to work through one more winter. Treorchy Comprehensive School has suffered a delay to the refurbishment element of the project due to unforeseen site circumstances relating to concrete floors, roof and drainage - this element of the project will be delayed until early 2020. Due to the two main issues identified above, the impact of the risk should remain at 4 to reflect potential cost increases as a result of prolongation and the unforeseen works. Costs are being challenged/managed/mitigated by the project teams wherever possible. Liaison is ongoing with finance colleagues to identify funding but we are still awaiting feedback from Welsh Government on the potential of additional 21C schools funding.</p>

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6	LIVING WITHIN OUR MEANS	Chris Lee	If the Council does not manage its information assets in accordance with requirements set down within legislation then it may be faced with financial penalties and possible sanctions that hinder service delivery.	<p>CONTROLS</p> <ul style="list-style-type: none"> Governance Structures are in place and the Council has a designated SIRO. Policies and Procedures are in place. Designated team in place that provides on-going training and also undertake investigations that involve potential breaches. External Reviews & Accreditation e.g. PSN, PCI, WAO. <p>ACTIONS</p> <ul style="list-style-type: none"> GDPR gap analysis to be completed in readiness for May 2018. Continue to review technology measures and update as necessary. Continue to investigate and report potential events/incidents. Continue with external reviews and attain accreditations for PSN/PCI. Deliver risk-based training / regular communication, face to face and via e-learning, staffing bulletins, global emails. 	4	3	12	5	2	10	5	2	10	<p>ORIGINAL RISK RATING 4x3=12</p> <p>Significant work has been undertaken by the Information Management Team during the quarter to strengthen GDPR compliance, minimise the risk of personal data breaches and enforcement action by the Information Commissioner.</p> <p>Key deliverables of the GDPR Implementation Plan and ICT Service Delivery Plan include:</p> <ul style="list-style-type: none"> Revised Information Management structure approved by the Information Management Board - ensuring that the Council has effective and sufficient resources in place to be able to meet the key GDPR legislative and other data protection legislation, ensuring continued on-going compliance. Successfully gaining annual PSN accreditation. Work has commenced on the Cyber Essential Plus accreditation process that is mandated on all local authorities by Welsh Government. <p>Further development of service privacy notices and the Council's Data Protection Register – over 127 entries in the register now identified and signed-off and 80 privacy notices published.</p> <ul style="list-style-type: none"> Significant progress has been made in reviewing data capture forms ensuring that the lawful basis for processing aligns with that identified in the DPR entry / service privacy notice GDPR contract variations issued in respect of 665 contracts. GDPR awareness training provided to Elected Members. <p>In addition, the Team has continued to efficiently and effectively deal with day to day responsibilities of the Information Management Service with no significant issues identified.</p> <p>No changes to the risk rating at this stage.</p>
11	ECONOMY	Jane Cook	If projects aimed at regenerating the local communities through the Council's investment programme are not planned, procured and managed effectively by the Council, then delivery could be severely compromised and the benefits lost.	<p>CONTROLS and ACTIONS</p> <p>Robust service delivery arrangements and governance structures are in place to ensure the successful delivery of key strategic regenerations projects. This includes:</p> <ul style="list-style-type: none"> Developing effective business cases for individual projects to ensure they are viable and cost effective. Involving stakeholders to support the delivery of key interventions from across the Council, other public Bodies, Welsh Government and the private sector. Establishing project boards responsible for overseeing the delivery of individual projects. A Project Protocol which is made available for project development and implementation that identifies the mechanisms needed to structure successful project delivery. 	4	3	12	4	3	12	4	3	12	<p>ORIGINAL RISK RATING 4x3=12</p> <p>Good progress continues to be made in delivering/co-ordinating the Council's economic and investment programme. This includes the redevelopment of Taff Vale, which remains on programme and due to be completed in April 2020. In terms of the development of the light industrial units at Coedely and Robertstown, the Coedely development remains on programme with tenders due back on the 18th January, however key milestones set out in the project programme for Robertstown have been extended to incorporate further work required on flood modelling to comply with Natural Resource Wales requirements, which may result in delaying the completion date of the development. All projects and programmes have established robust service delivery arrangements and governance structures, which is ensuring the successful management of these schemes. No changes to the risk ratings at this stage.</p>
13	PEOPLE	Paul Mee	If the resources the Council has available are reduced or not targeted in a coherent way that meets need, then the ability to tackle the root causes of poverty and help build sustainable and resilient communities through an early intervention and preventative approach may be compromised thereby creating greater pressure on statutory services.	<p>CONTROLS</p> <p>The following controls have been put in place to manage risk:</p> <ul style="list-style-type: none"> Delegated team in place to manage risk. Regular monitoring of tackling poverty grants to ensure compliance, impact and value for money. Regular meetings with Welsh Government as part of the Building Resilient Communities national work programme. Liaising with Cabinet Members to provide regular updates. <p>ACTIONS</p> <p>To develop and deliver services that focus on building more involved and resilient communities to tackle poverty and promote well-being. This includes:</p> <ul style="list-style-type: none"> Implementing the recommendations following a review into all Families First Commissioned 	5	2	10	4	3	12	4	3	12	<p>ORIGINAL RISK RATING 5x2=10</p> <p>Indicative 2019/20 allocation received from Welsh Government for both the Children & Communities Grant and Housing Support Grant. Total funding remaining at same levels. Guidance received and delivery plan in preparation during quarter 4. This gives some certainly around funding levels for 2019/20 and the new grant arrangements will allow a more strategic and joined up approach together with more streamlined reporting arrangements. There remains some risk around the degree of flexibility that will be allowed and the potential to fully realise the benefits of a more integrated approach. The roll out of Universal Credit has commenced from November 2018 with any new applicants being required to make their benefit claim online. The Council has provided additional support through its Libraries and Communities for Work staff who have been assisting applicants, particularly through digital support. The full impact of Universal Credit remains to be realised. Given the ongoing roll out of Universal Credit and the need to develop delivery plans for the new grants in quarter 4, no change is proposed to the risk rating.</p>
14	ECONOMY	Gaynor Davies	REVISED RISK FOR QTR 2 2018/19: More comprehensive schools than ever are facing a financial deficit as they seek to maintain sixth form provision with falling pupil numbers and funding. This could have an adverse impact on KS3 & 4 provision. If schools reduce teaching capacity to help deliver the savings required to manage deficits, then the ability to deliver positive educational outcomes at KS 3 & 4 may be compromised in the medium to longer term.	<p>CONTROLS</p> <ul style="list-style-type: none"> Open communication with Headteachers. Support available from key officers from within the Council. <p>ACTIONS</p> <ul style="list-style-type: none"> Liaise with all Headteachers to communicate the financial pressures that the Council is under and re-iterate their involvement in aiming to realise more efficient working practices. Work with Schools in order to identify possible areas to increase efficiency. 	N/A	N/A	N/A	4	3	12	4	3	12	<p>ORIGINAL RISK RATING 4x3=12</p> <p>Continued budgetary pressures are evident in many of our secondary schools, and in line with the Council's school deficit protocol, five comprehensive schools have budget recovery plans in place in order to rectify this situation within the next 3/4 years. A number of schools have unviable 6th forms due to diminishing pupil numbers and poor retention rates of learners at post 16. These schools will have to review the curriculum offer available at post 16 to address budget pressures. The necessary staffing reduction will inevitably impact on the breadth of curriculum offer available at post 16, which in turn will impact on pupil numbers and the associated funding available to schools. Outcomes have shown progress over 17/18 but there continues to be concern in relation to fsm outcomes, at a local and national level.</p>
15	PLACE	Nigel Wheeler	The Council has a comprehensive highways infrastructure that relies on many significant structures such as bridges and retaining walls to ensure constant traffic movement. Many of these structures are of a considerable age and the risk of potential failure, which results in road closures, is significant. If unforeseen road closures occur then these can have a major impact on local communities and the local economy.	<p>CONTROLS</p> <ul style="list-style-type: none"> Routine monitoring of the entire highways network. Regular reports to SLT & Cabinet. We have appointed a dditional staff; this means we have appropriate in-house capability to manage this complex and significant asset. <p>ACTIONS</p> <ul style="list-style-type: none"> Invest additional monies in road, highways infrastructure and pavement networks over the next four years, on top of the previous investment since 2011. Provide an up date on the impact of key investment projects in 2016/17/18 through the investment programme Provide an up date to Scrutiny Committee on delivery of the Highways / Transportation infrastructure investment programme. 	4	2	8	4	2	8	4	2	8	<p>ORIGINAL RISK RATING 4x2=8</p> <p>The Council has a comprehensive highways infrastructure programme where major investment has been made over the last number of years and continues to be made. For us to mitigate the risk, this investment needs to be maintained otherwise the network will decline. Major investment is being made to both the highway network and the highway structures, and further investment is being made to the Parks infrastructure to improve this area. From the benchmarking work against other Councils, it is evident that highways investment has made a significant difference to condition of the network. No change to risk rating.</p>
18	LIVING WITHIN OUR MEANS	Chris Bradshaw	If the Council does not develop and invest in its staff, transforming the way it delivers its services to meet future demographic and financial pressures will be more difficult. It will also have an adverse impact on the retention and recruitment of staff.	<p>CONTROLS</p> <ul style="list-style-type: none"> Workforce planning arrangements are in place that aim to identify possible gaps now and in the future. Staff consultation and communication. <p>ACTIONS</p> <ul style="list-style-type: none"> Continue with the apprenticeship and graduate schemes and ensure that placements are focussed on areas where workforce planning issues may become apparent in the future. Review training that is available to staff and ensure that it is suitable. 	N/A	N/A	N/A	4	3	12	4	3	12	<p>ORIGINAL RISK RATING 4x3=12</p> <p>A training compendium has been produced and is refreshed quarterly. The compendium brings together all the training available within the Council to enable staff to access relevant training.</p> <p>The performance review process for GR11 and above has rolled out and training needs are being collated as a result of this process. Training trends will be then be highlighted to SLT with recommendations on how to address the needs identified.</p> <p>Staff consultation has continued with a survey looking at service improvements and the application of specific policies. The results of which will be reported back in quarter 4. No change to risk rating.</p>

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19	LIVING WITHIN OUR MEANS	Roseann Edwards	If the Council's agenda for modernising its on-line customer service provision is not supported by a programme of up-skilling citizens and re-designing its internal processes then citizens could be indirectly excluded and they may also receive an inefficient service.	<p>CONTROLS</p> <ul style="list-style-type: none"> A designated team with relevant experience and expertise that is specifically tasked with service re-design. A proven track record of re-designing processes to ensure that they meet the customer's expectations as well as feeding back-office functions effectively and efficiently. A good understanding of where gaps currently are in respect of how services can be transformed to meet a customer expectation which is fed by planned consultation with stakeholders. A wide range of on-line services are simple to use. Social Media platforms in place to signpost to online services and encourage take-up. A Digital Strategy that is focused on improved back-office efficient practices whilst at the same time aims to deliver modern on-line experiences for customers. <p>ACTIONS</p> <ul style="list-style-type: none"> Consult and engage with service users to inform future service design. Quarterly consultation of existing customers across all customer channels to understand satisfaction and resolution of enquiries. Understand service users, what they are trying to do and how they prefer to do it. Identifying problems service users are having and re-design service accordingly. Develop an excellent user experience, making things easier through better design of our services and minimal processing. 	N/A	N/A	N/A	4	3	12	3	3	9	<p>ORIGINAL RISK RATING 4x3=12</p> <p>The range and take up of online services continues to expand. This includes the redesign of the process to be suitable for on line take up and to streamline the process/reduce re-work at the same time. Recent examples include Taxi licensing where drivers provide a more complete process at the front with payment, as well as over 60s bus passes on line where the need for a One4aLL appointment is reduced and the associated processing costs. There are many other examples of similar nature e.g. student discount for council tax where 67% of applications were on line promoted by contact centre staff and messaging etc. The cross channel approach is evident and includes social media with the contact centre now managing defect reported from those channels as well. Customer Care advisors still provide support in person and via the telephone. Assisted digital support continues at 'Digital Fridays' at Libraries in partnership with the Get RCT Online organisations and promotion of digital skills in the community continues. The contact centre in particular supports inclement weather, Council closure periods and social care contacts proactively. This is complemented by social media e.g. change to bin day over Xmas and New year periods to promote information and reduce direct contact. The Council's website attained three star ratings in the current and recent years SOCITM benchmarking and passed the latest accessibility test in May 2018. The Face to face advice service at One4aLL centres continues to be targeted to transactions that require a physical interaction but the demand is reducing year on year and efficiencies reflect that. It is felt that this risk is managed and the scoring is proposed to reduce to reflect that.</p>
20	LIVING WITHIN OUR MEANS	Tim Jones	If the Council's I.T infrastructure is not continuously reviewed to confirm that it is fit for business use and secure, then access to information and systems could be hindered resulting in interruption to service delivery.	<p>CONTROLS</p> <ul style="list-style-type: none"> Disaster Recovery Plan in place should an interruption be experienced. Digital Strategy – Infrastructure Theme/Plan. Governance Structure. Policies and Procedures in place e.g. patch management, change control. External Reviews & Accreditation e.g. PSN, PCI, WAO, 3rd party suppliers. Staff Training / 3rd Party Support Contracts. <p>ACTIONS</p> <ul style="list-style-type: none"> Refresh & upgrade end of life infrastructure & software. Prepare for the PSN inspection. Monitor and measure Infrastructure Availability & Performance. Implement recommendations from external review / accreditation. Train Staff in order to ensure that they have the appropriate skills to use new systems and software. 	N/A	N/A	N/A	5	3	15	5	3	15	<p>ORIGINAL RISK RATING 5x3=15</p> <p>Ongoing patching of the Council's infrastructure in line with the Patching Policy.</p> <ul style="list-style-type: none"> PSN accreditation received October 2018. Performance Measures : <ul style="list-style-type: none"> Availability M-F 8:30-17:00 Server 100% Key Applications 99.97% Broadband/WAN 99.87% Infrastructure: <ul style="list-style-type: none"> LAN refresh completed to planned sites. Broadband connection upgraded to planned sites. Appropriate investment and refresh plan in place for end of life infrastructure and software. <p>No change to the risk rating</p>
21	LIVING WITHIN OUR MEANS	Chris Bradshaw	Given the shift in approach to services being delivered on a regional footprint, if services are delivered to citizens and staff of Rhondda Cynon Taf using this method, then appropriate arrangements must be in place to ensure that the interests of all current stakeholders are appropriately represented and that service delivery does not fall / suffer.	<p>CONTROLS</p> <p>Legal agreements between local authorities are in place; Governance and scrutiny functions in place; Regular reporting of performance is available.</p>	N/A	N/A	N/A	5	3	15	5	3	15	<p>ORIGINAL RISK RATING 5x3=15</p> <p>PSB scrutiny arrangements are in place and work is underway to develop arrangements for the Cardiff Capital Region City Deal. No change to the risk rating.</p>
22	LIVING WITHIN OUR MEANS	Chris Bradshaw / Derek James	NEW RISK QTR 3 2018/19 If the Council does not adequately prepare for a potential No Deal Brexit scenario, then the possibility of adverse impacts upon service delivery and citizens could become a reality.	<p>CONTROLS</p> <ul style="list-style-type: none"> The Council's Senior Leadership Team (SLT) led by the Chief Executive are leading on issues relating to Brexit Dedicated Lead Brexit Officer and Cabinet Member have been identified to monitor progress on Brexit and manage risk. Regular updates reported to Elected Members, SLT and Cabinet. <p>ACTIONS</p> <ul style="list-style-type: none"> Collaborate with the WLGA through the Brexit Transition Support Programme, set up to help local authorities prepare for Brexit. Complete the WAO call for evidence and self assessment in relation to Brexit Preparedness. Implementation of the self assessment findings. 	N/A	N/A	N/A	N/A	N/A	N/A	5	2	10	<p>NEW RISK FOR QTR 3 2018/19</p> <p>The Council has been collaborating with the WLGA through The Brexit Transition Support Programme. A focussed briefing session has been held between WLGA staff and the Brexit lead Cabinet Member and officers to discuss the Council's approach and participation in the Transition Support Programme. Key senior Council officers and Members have attended events and workshops organised by the WLGA. A report setting out the potential impact of Brexit and in particular a "No Deal" Brexit on the Council has been presented to Cabinet and discussed at Full Council. In addition to this, the Council has also completed a Welsh Audit Office call for evidence and self assessment in relation to Brexit Preparedness. To support this work, Senior staff in service areas such as Finance, Human Resources, Procurement and Trading Standards have been identifying service specific Brexit related issues as part of the self assessment process.</p>