2019 Corporate Risk Register

2019 Corporate Risk Register

Risk (Threat to achievement of business objective)	Assessment of Uncontrolled Risk (Assume NO controls in place)			Risk Control Measures	Assigned To	Assessment of Current Risk			Updated Risk - @ November 2019			Update / New Risk Control Measures	Change
	Impact	Probability	Risk Rating			Impact	Probability	Risk Rating	Impact	Probability	Risk Rating		
CRR190001 - Compliance with the Wellbeing of Future Generations (Wales) Act 2015	Substantial 4	Likely 4	Significant 16	• Well-being objectives monitored quarterly	Noelwyn Daniel	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	- Wellbeing assessment complete - Wellbeing objectives have been published and integrated into the Corporate Strategy - Wellbeing objectives monitored quarterly WAO thematic review - favourable with areas for improvement identified Future Generation Commissioner has published a Self Assessment tool. Self assessment - completed Workshops being delivered to promote the 5 ways of working - number of workshops already delivered	⟷
				• Public Service Board established	Noelwyn Daniel								
				• Well-being Assessment complete	Noelwyn Daniel								
				• Council Service Planning adapted to address the requirements of the Act	Noelwyn Daniel								
				• Regular meetings with Wales Audit Office	Noelwyn Daniel								
				• Members Seminars and Information Sheets	Noelwyn Daniel								
				• Integrated into Budget Planning process and Revenue Report *In Progress* (0% complete)	Noelwyn Daniel								
				• Adapting at Corporate processes Committee cover sheets, Equality Impact Assessments, Financial Planning, Risk	Noelwyn Daniel								
				• Well-being objectives published and integrated into Corporate Strategy 2018/19. *In Progress* (0% complete)	Noelwyn Daniel								
CRR190002 - Managing and Developing the Welsh Language and meeting the Welsh Language Standards	Substantial 4	Possible 3	High 12	• Monitor the Compliance Strategy received from the Welsh Language Commissioner *In Progress* (0% complete)	Noelwyn Daniel	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	The success of the Welsh Language Development Programme and the integral role of the Welsh Language Development Advisor (WLDA) role in achieving these outcomes forms part of a recommendation that the post now becomes permanent to ensure the ongoing delivery of: Development Advisor (WLDA) role in achieving these outcomes forms part of a recommendation that the post now becomes permanent to ensure the ongoing delivery of: • Well Being Objectives – Healthy & Safe Communities - Promoting Welsh Language and Culture • WG Cymraeg 2050 – Welsh Language Strategy • More than Just Words - the Strategic Framework for Welsh language services in Health and Social Care. • Welsh Language Standards – in particular standards 101, 127-133, 152, 153 • Our People Strategy · The savings made from accessing funded programmes has totalled **£94,238** · The engagement in Welsh Language development in 2018/19 was **97%** higher than in 2016/17 · Working in partnership with the Policy team, there are now **99 mentors** across the council, an increase of o Over 50% of the mentors are actively mentoring (nearly 100% increase since 2017) o Increased number of mentors has also resulted in increased number of 'conversational' groups across departments o A mentoring strategy has been developed · The implementation of the WLDA post has been identified as good practice by the **Rights in Use**, The Welsh Language Commissioner's Assurance Report (2018-19)	⟷
				• Recruitment procedures and guidance updated and monitored	Paul R Thomas								
				• Learning and development for staff	Paul R Thomas								

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				• Prepare an Annual Report on implementation of the Standards, for discussion with the Corporate Management Team and the Members Advisory Panel	Noelwyn Daniel							· There is an increase variety of pathways available for staff together with a number of projects progressed, for example the creation of Welsh language flash cards for carers and the integration of Welsh Language Agreements in the recruitment process. · The organisation has been invited to take part in a WG Funded pilot for 'Welsh for Managers' training and Efa Gruffudd-Jones the Chief Executive of National Centre for Learning Welsh has identified to the board '*the*	
				• Work closely with Departments to advise on the Standards and offer practical support with any challenges that may arise	Noelwyn Daniel								
CRR190003 - Responding to New Legislation / Policy from Welsh Government	Substantial 4	Possible 3	High 12	• Development and updating of current CCC policies	Noelwyn Daniel	Substantial 4	Unlikely 2	Medium 8				**REMOVE FROM CORPORATE RISK REGISTER but will be included in Service / Divisional risk registers**	⬇
				• Learning and development of staff	Noelwyn Daniel								
CRR190004 - Ensuring that the Authority effectively manages its financial resources and responds to the challenges of reduced funding	Catastrophic 5	Likely 4	Significant 20	• Medium Term Financial Strategy - 5 Year Plan (including efficiency targets)	Chris Moore/Randal Hemingway	Catastrophic 5	Possible 3	High 15	Catastrophic 5	Possible 3	High 15	The impact of austerity and reducing budgets across the public sector, requires the Council to be a learning organisation so that it is able to reflect, adapt and implement new and better ways of working. OD have developed a recommended framework set out in a report to be considered by CMT, that will better support the management of risk in this area, whilst continuing to meet workforce development needs. The framework for maintaining a resilient investment in our learning culture is supported by: A revised Learning Policy which reflects the Organisations Core Values, the ethos of a learning culture and the requirements of the new Investors in People Standard. Proposed mechanisms to reinforce the value of the investment made in learning, so that resources are deployed in a cost effective and equitable way to deliver and improve individual and organisational performance. HR Business Partners are an integral part of Departmental Management Teams and provide advice to managers on workforce planning usually as part of the business planning process.	⬌
				• Full County Council Elected Member Engagement on an annual basis to set priorities and allocate the Budget	Chris Moore/Randal Hemingway								
				• Challenge from Scrutiny Committees	Linda Rees Jones								
				• Public Consultation regarding budget priorities on an Annual Basis	Chris Moore/Randal Hemingway								
				• Engagement with Welsh Government via WLGA to ensure Carmarthenshire County Council receives fair funding from Welsh Government	Chris Moore/Randal Hemingway								

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				Government *Ongoing* (0% complete)									
				• **TIC Programme to identify efficiencies and promote alternative methods of service delivery**	Wendy Walters								
				• **Workforce Planning to ensure staff resources are planned to match demand**	Paul R Thomas								
				• **Wales Audit Office external challenge and assessment**	Chris Moore/Randal Hemingway								
CRR190005 - Ensuring effective management of Grant Funding (including accessing Grant Funding) Threat of having to repay significant Grant monies. Although improvements have been made, some problems still exist which could result in claw backs of funding.	Substantial 4	Likely 4	Significant 16	• **Project Management Training**	Chris Moore	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	Internal Audit plan includes a sample of grants for review annually in addition to those requiring a certificate. Wales Audit's Grants Review work are now identify less issues than in previous years, giving some assurance that for those grants scrutinised externally there have been some improvement in procedures . Grants panel continue to meet on a quarterly basis and minutes reported to Audit Committee	⟷
				• **Grant Funding Bodies Guidance Briefings and Training**	Chris Moore								
				• **Grants Panel**	Chris Moore								
				• **Grants Manual**	Chris Moore								
CRR190006 - Ensuring effective People Management (including capacity and compliance with Employment Law and Health & Safety Legislation)	Substantial 4	Likely 4	Significant 16	• **Competence based recruitment, assessment centres for recruitment of key roles, induction training, coaching and mentoring,** appraisals and supervision, probationary policy	Paul R Thomas	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	OD has commenced a programme of work to modernise the Councils approach to learning and therefore support effective People Management. Examples of this include: a) A revised Leadership & Management Development Framework (*awaiting CMT endorsement*) has built on the outcomes of 'Evaluation of the Council's review of people performance management 2017 – Carmarthenshire County Council', Welsh Audit Office (April 2018) and the Investors in People review (May 2018). It is aimed at building capacity at potential 3rd/4th tier managers with project work as a central focus supported by targeted development, either through OD or Departmental Programmes. It also maps out the expected Leadership Journey based around leadership and management behaviours. b) Leading on the all Wales Health and Social Care Induction Framework (H&SCIF) a key objective of this project is to prepare new workers in the domiciliary care sector for registration with Social Care Wales by completing the Social Care Wales Principles and Values Award and the All Wales Induction Framework for health and social care (AWIF). Project which covers the region is has already established different methods of c) The Learning Management System Project (funded jointly by Chief Executives department and the Digital Transformation Fund) will provide a new and improved learning environment of which one aspect will be the provision of updated essential e-learning (a priority for the purposes corporate and service based requirements e.g. statutory and employment obligations). The project aims to ensure that it supports the organisations learning culture, and the application of different tools and styles of learning will be critical. It will need to include those that support mobile learning, video learning, micro-learning, social eLearning, as well as the necessary learning analytics to collect, measure and analyse the learning habits and performance levels of employees and effective people management. A forward work programme for employment policy updates and development is in place which tracks changes to employment legislation and ensures that Council policies are updated to reflect current legislation HR Advisors and H&S Advisors provide advice to managers across the authority and in schools to ensure consistency and compliance with policies and legislation.	⟷
				Development of Employment Policies and briefings and training, audit and monitoring	Paul R Thomas								
CRR190007 - Ensuring effective management of Procurement / Contract Management and Partnership arrangements	Substantial 4	Likely 4	Significant 16	• **Participation in the National Procurement Service**	Helen Pugh	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	Category Management introduced and three category plans in place. Procurement continue to work with departments to review and implement the outcomes from the category plans. Two other plans are currently in the process of being developed.	⟷

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				• New Procurement Strategy developed and approved in April 2018	Helen Pugh							Carmarthenshire memebr of the WLGA group set up to consider the approach for procuring for Wales moving forward.	
				• Procurement Board	Helen Pugh								
CRR190008 - Maintaining high standards of governance in relation to Information Management	Substantial 4	Likely 4	Significant 16	• Dedicated Senior Information Risk Owner on Corporate Management Team	Wendy Walters	Substantial 4	Possible 3	High 12				REMOVE FROM CORPORATE RISK REGISTER but will be included in every Service / Divisional risk registers	⬇
				• IT Security Officer	NDaniel								
				• Annual Information Management & Governance Report to Corporate Governance Group and Audit Committee	Wendy Walters								
CRR190009 - Deliver Effective Safeguarding Arrangements - Children (Detail in separate Safeguarding Risk Register)	Catastrophic 5	Probable 5	Significant 25	• Ensure the Independent Reviewing Service (IRO) continues to be outcome focused	Stefan Smith	Catastrophic 5	Unlikely 2	High 10	Catastrophic 5	Unlikely 2	High 10	Improvements made to the quality of Care Plans ensuring a multi-agency assessment	↔
				• Develop implement and regularly monitor effective safeguarding policies and procedures for Children's Services	Stefan Smith							Assessments reviewed in light of the Implementation of the Social Services and Well-being Act (2014)	
				• To have a sound procedure for professional abuse allegations effectively promptly and correctly	Stefan Smith							The "Signs of Safety" model has been implemented within Carmarthenshire and incorporated into practice	
				• To respond appropriately to Regulators reports and recommendations	Stefan Smith							Continue to work with partners to improve appropriate accommodation options and housing support for all vulnerable young people (aged 16-25)	
				• To proactively monitor adequate procedures are being effectively operated by third party providers	Stefan Smith								
				• Ensure sexual exploitation Risk Assessments (SERAFs) and Missing Persons Risk Assessments are completed as required	Stefan Smith								
				• New arrangements implemented for our leaving care services in accordance with the Social and Well-being Act 2014	Stefan Smith								
CRR190010 - Deliver Effective Safeguarding Arrangements - Vulnerable Adults	Catastrophic 5	Probable 5	Significant 25	• Representation at the Regional Board	Jake Morgan	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	The Regional Safeguarding Board is well established, Carmarthenshire is well represneted on the Baord and sub groups. The Carmarthenshire multi agency Local Operational Group is also well established with good collaborative relationships. There is evidence of the dissemination of multi-agency learning via the infrstructure for Adult Pracitce and Child Practice reviews. Two Safeguaring officers are now placed in IAA which has improved initila responses and led to a reduction in referrals coming directly to the Safeguarding team. Carmarthenshire led the development of a Threshold Document which is well understood by all partners. Timescales for responding to safeguarding referrals has improved significantly with perfromacne in	↔
				• Implementing effective safeguarding policies and procedures for vulnerable adults	Jake Morgan								

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				• Monitoring the performance of safeguarding within adult services	Jake Morgan							Carmarthenshire achieving above 95% for enquireies being completed within 7 days. Systems for collecting performance data is much improved A collaborative consistent approach for responding to professional concners has been agreed. Recently Safeguarding Adults was included as part of a CIW inspection concenring Older People and received positive feedback, the following comments are from the review: - "Safeguarding practice is well led by Senior Managers and Operationally supported by the Safegusarding Team" - "Good multi-agency working relationships at strategic and operational levels".	
				• Responding to regulators reviews and recommendations	Jake Morgan								
				• Monitoring of third party providers to ensure safeguarding procedures are being effectively operated	Jake Morgan								
CRR190011 - Develop and Deliver the Improvement Plan / Corporate Performance Plans	Substantial 4	Likely 4	Significant 16	• Undertake detailed analysis of all lower quartile Performance Indicators to develop action plans.	Wendy Walters	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	The Well-being plan and the Corporate Plan are now consolidated and incorporated into the Corporate Strategy. PIMS continues to be used to monitor performance indicators and reported regularly to scrutiny committees. This information also forms part of the business planning and financial planning process.	⟷
				• Address underperformance via Business Planning process	Wendy Walters								
				• Monitoring progress via Performance and Improvement Monitoring System (PIMS) and dashboards	Wendy Walters								
CRR190012 - Failure to adhere to an effective Corporate Governance Framework	Substantial 4	Likely 4	Significant 16	• Corporate Governance Group	Helen Pugh	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	Wales Audit Office Corporate Assessment Action Plan delivered Better use of Resources and Building a Better Council are aligned to the AGS which are structured based on the seven CIPFA principles of Good Governance	⟷
				• Implementation of the WLGA Review of Governance	Wendy Walters								
				• Annual Governance Statement	Helen Pugh								
CRR190013 - Delivery of the City Deal (Outcomes / Budget)	Substantial 4	Likely 4	Significant 16	• Establishment of Swansea Bay City Region Board	Wendy Walters	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	Two separate reviews completed. Recievws looked into the governance arrangements of the Swansea Bay City Deal. One commissioned by Westminster and Welsh Government, the other internal review commissioned by the Joint Committee. The outcomes of these reviews have bneen issued and considered by the the Joint Committee	⟷
				• Development of Regional Joint Committees	Wendy Walters								
				• An agreement between the UK and Welsh Governments and 4 local authorities (Carmarthenshire, Swansea, Neath & Port Talbot and Pembrokeshire) and successful private and public collaboration will address the economic underperformance of the region, with emphasis on uplifting productivity, skills, employment and prosperity.	Wendy Walters								
				• Financial Planning	Chris Moore								
CRR190014 - Delivery of the Wellness Project (Outcomes / Budget)	Substantial 4	Likely 4	Significant 16	• Membership of Project Board	Wendy Walters	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	Two independent reviews commissioned by Carmarthenshire CC with regard to the Llanelli Wellness project WAO concluded that 'Carmarthenshire County Council has followed appropriate processes and effectively managed risk to protect public money in its actions relating to the Llanelli Wellness and Life Science Village' and Acuity concluded that Council Officers have taken prudent steps to manage the project in a safe and well considered legal and financial environment."	⟷
				• Development of Life Science and Well-being network of campuses and villages, consisting of primary / community care facility, an Institute of Life Science and an educational and skill development capability.	Wendy Walters								
				• Financial Planning	Chris Moore								

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CRR190015 - Delivery of the Approved Capital Programme (Outcomes / Budget)	Substantial 4	Likely 4	Significant 16	• Strategic Asset Steering Group	JFearn	Substantial 4	Improbable 1	Low 4	Substantial 4	Improbable 1	Low 4	SASG continues to meet regularly and has well established procedures in place to develop and oversee implementation of the capital programme. the level of training and oversight remains satisfactory and all training is now accessible on the intranet.	⟺
				• Project Management Tool Kit	Wendy Walters								
				• Project Management Training	Paul R Thomas								
				• Long term Treasury management / loan funding	Chris Moore								
CRR190016 - Delivery of the Authority's waste management and recycling obligations (including meeting Landfill Targets)	Substantial 4	Likely 4	Significant 16	• Maintain current provision and infrastructure for recycling	Ainsley Williams	Substantial 4	Probable 5	Significant 20	Substantial 4	Probable 5	Significant 20	Alternative RDF outlets now in operation. Further restrictions on black bags limit at kerbside has now been introduced from November 2019. Targetted advisor programme in place.	⟺
				• Continue education and awareness activity to improve participation	Ainsley Williams							Permits and residency checks at HWRCs implemented in April 2019. Further restrictions by means of black bag waste checks introduced at HWRCs from November 2019	
CRR190017 - Effective Management of demand for Social Care (Adult & Children)	Significant 3	Likely 4	High 12	• Establish effective systems to ensure thresholds for access and eligibility criteria are understood and consistently applied by staff and partners	Avril Bracey / Neil Edwards	Significant 3	Possible 3	Medium 9	Significant 3	Possible 3	Medium 9	Families First and Flying Start programmes to deliver early intervention with children and families	⟹
				• Deliver implementation plan for Social Services and Wellbeing Act	Stefan Smith/Avril Bracey/Neil Edwards							Further control measures put in place: To introduce a range of initiatives to manage and/or reduce demand To commission an effective, efficient and ecomical model for the provision of domiciliary care To focus on positive recruitment and retention practices to motivate and sustain the workforce in order that we maintain a sufficient workforce and one that is equipped to perform their work requirements Promote and develop social enterprises and cooperatives to provide preventative services, care and support	
				• Collaborate with partners to deliver information, advice, assistance and preventive services	Stefan Smith/Avril Bracey/Neil Edwards								
				• Work with partners, local community action groups and local people to build resilient communities and community models of support	Avril Bracey / Neil Edwards / Stefan Smith								
				• Promote and develop social enterprises and cooperatives to provide preventative services, care and support	Avril Bracey / Neil Edwards								
				To introduce a range of initiatives to manage and/or reduce demand To commission an effective, efficient and ecomical model for the provision of domiciliary care									

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				To focus on positive recruitment and retention practices to motivate and sustain the workforce in order that we maintain a sufficient workforce and one that is equipped to perform their work requirements Promote and develop social enterprises and cooperatives to provide preventative services, care and support									
				• We will monitor and report on Social Worker Vacancies and Caseloads quarterly	Avril Bracey / Neil Edwards / Stefan Smith								
CRR190018 - Failure to deliver a quality Education Service	Substantial 4	Likely 4	Significant 16	• Raise standards at each key stage	Gareth Morgans	Substantial 4	Unlikely 2	Medium 8	Substantial 4	Unlikely 2	Medium 8	MEP programme delivery Steering group in place Effective Admissions process in place	⬌
		Possible 3	High 12	• Support schools to develop and deliver new curriculum.	Gareth Morgans								
				• Support schools to implement ALN reform	Gareth Morgans								
				• Deliver the Welsh in Education Strategic Plan (WESP) and the recommendations of the Welsh Language Carmarthenshire Report	Gareth Morgans								
				• Provide appropriate support for vulnerable learners - ALN, LAC, EAL, Travellers, e-FSM	Gareth Morgans								
				• Manage the 21st Century School Programme and reduce the number of surplus places with the schools system	Gareth Morgans								
CRR190019 - Failure to ensure that schools effectively manage their resources and respond to the challenges of reduced funding	Substantial 4	Likely 4	Significant 16	• Lead the TIC Schools project, working with colleagues and schools to identify significant savings as set by the County Council through the budget efficiency programme	Gareth Morgans	Substantial 4	Possible 3	High 12	Substantial 4	Likely 4	Significant 16	Levels of risk continue to be monitored via a detailed focus on individual school budget performance. Analyses are ongoing throughout the financial year. Progress updates and ensuing actions are monitored closely by a range of officers / groups, including the Schools Budget Forum, Educations Services Forum, DMT, ECS Scrutiny. The Federation agenda analyses and seeks to improve the viability of smaller schools. The Change Review Panel challenges schools in deficit on budget and business management. Business Management within schools is currently being evaluated.	⬆
CRR190020 - Ensure quality and adequate supply of Housing within the County	Substantial 4	Likely 4	Significant 16	• Implement Carmarthenshire Homes Standard project plan	Jonathan Morgan	Substantial 4	Improbable 1	Low 4	Substantial 4	Improbable 1	Low 4	The management and levels of risk continue to be monitored by the Investing in Tenants Homes Group and the Affordable Housing Working Group. Ensuring the quality of existing homes is maintained and further improved by the Carmarthenshire Homes Standard Plus (CHS+) and targets to provide more affordable homes are met. Our commitment to CHS+ remains firmly on track, with nearly £45m being set aside to maintain the CHS+ for existing tenants over the next three years. We have been able to commit to this programme and keep the average rent increase for 2019/20 to 2.4%. The CHS+ Business Plan (2019-2022) approved by County Council on 20th February 2019 confirms work that will be	⬌
				• Housing Company	Jonathan Morgan								
CRR190021 - Maintain and develop effective Planning Policies (including delivering effective enforcement)	Substantial 4	Possible 3	High 12	• Rural Development Plan (RDP)	Wendy Walters	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	LDP Review is well underway. Timetable approved by WG. Preferred Strategy consulted upon on time early 2019. Deposit Consultation due late 2019 early 2019. Progress currently on track and in line with required adoption by December 2021.	⬌

Risk	Impact (Unc)	Probability (Unc)	Risk Rating (Unc)	Risk Control Measures	Assigned To	Impact (Curr)	Probability (Curr)	Risk Rating (Curr)	Impact (Upd)	Probability (Upd)	Risk Rating (Upd)	Update / New Risk Control Measures	Change
				• Local Development Plan (LDP)	Llinos Quelch								
				• Local Enforcement	Llinos Quelch							Enforcement: One of largest case loads poer population in Wales. An internal review is occurring with regards enforcement processes - due to report late 2019. Enforcement is also part the Strategic Review of Planning also due to be reported end of 2019. Actions from both reviews will help inform the way forward.	
CRR190022 - Manage and Develop new external arrangements	Substantial 4	Likely 4	Significant 16	• Governance arrangements incl management and Councillor representation on Boards	Corporate Management Team	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	All proposals and intiatives must be considered by CMT, this ensures moderating and consistnecy in approach. WAO review programmed for 2019/20	⟷
				• Compliance with Companies Act and relevant legislation	Corporate Management Team								
				• Financial Planning Financial Reporting arrangements Audit programme	Corporate Management Team								
				• Training - arranged for Directors	Corporate Management Team								
CRR190023 - No Deal Brexit	Substantial 4	Likely 4	Significant 16	• Officer/Member Working Group with representations from all council services	HLMorgan	Substantial 4	Possible 3	High 12	Substantial 4	Possible 3	High 12	Risk and Opportunities registers continously reviewd Officer / Member working group meet as and when approporaite. When deadlines have been approaching regular meetings held, and dedicated officers nominated to feed into the LRF updates.	⟷
				• Revew all services/plan contingencies	HLMorgan								
				• Follow advice from Welsh Government and WLGA	HLMorgan								
				• Communications with residents and businesses	HLMorgan								
CRR190024 - Change in leadership due to the current CE retiring	Substantial 4	Likely 4	Significant 16	• The Authority operates a rigorous assessment and recruitment process to ensure the appointment of the best candidate.	Paul R Thomas	Substantial 4	Unlikely 2	Medium 8				REMOVAE FROM CORPORATE RISK REGISTER	
				• The assessment and recruitment process will be overseen by independent advisors	Paul R Thomas							*The assessment and recruitment process was overseen by independent advisors* A scoping exercise took place on 14th March 2019 with the Councils selected partner SHL and key stakeholders to establish: A good understanding of the national, regional and local context within which Carmarthenshire County Council operates including its own political and organisational environment. Clarity on the behaviours, capabilities and experience that would be necessary to successfully deliver this role, leading on significant change and the challenges of delivering the Councils strategic vision. A detailed plan for the project deliverables. The agreed level support required from a professionally qualified consultant/Occupational Psychologist to advise the Appointments Committee and Full Council An agreed strategy to achieve full Member engagement and confidence in the recommended process for a successful appointment. The role of the Councils People Management Services in supporting the overall process. The project delivered a transparent, objective and robust process to achieve a high quality and credible Executive Recruitment Service for the appointment of its new Chief Executive. It was successful in ensuring	

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NEW - Schools do not undertake routine property repair and maintencne using delegated funding or undertake work that is not compliant	Catastrophic 5	Probable 5	Significant 25	Building condition surveys and reports to be reinstated Risk Management bid to be considered to fund urgent building condition surveys	Simon Davies	Catastrophic 5	Possible 3	High 15					
NEW - Ash die back and the risk to public safety	Substantial 4	Probable 5	Significant 20	Officers developing strategy for managing risk for ash die back for trees adjacent to the highway. Identification and consideration of risk where Ash trees are located on Council land. Pilot survey proposed for Highways Inspectors to etablish the extent of Ash tree adjacent to the highway. Chainsaw training for Council operatives, specific to Ash die back	Ruth Mullen	Substantial 4	Probable 5	Significant 20					
NEW - Fraud & Corruption The cost of fraud to the Welsh public sector is estimated to be in the region of between £100 million and £1 billion annually (as reported by the WAO).	Catastrophic 5	Likely 4	Significant 20	Anti-Fraud & Anti-Corruption Strategy Whistleblowing Policy Financial Procedure Rules Code of Conduct - Members & Officers Participation in the National Fraud Initiative Exercise Dedicated Fraud Investigation Officer dealing with Revenue and Benefit Frauds Counter Fraud proficiency within the Internal Audit team Effective relations with Dyfed Powys Police	Head of Revenues & Financial Compliance / Director of Corporate Services	Catastrophic 5	Possible 3	High 15					
NEW - School Leadership Our ability to recruit and retain high quality and resilient school leaders who can respond to and deal with the transformation of education in Wales.	Substantial 4	Likely 4	Significant 16	Develop and use a more robust competency based process to recruit school leaders. Provide each new school leader with a mentor who's an experienced and successful school leader. Encourage leaders and prospective leaders to enrol on ERW's leadership courses/programmes. Provide Challenge Adviser support for all new school leaders and provide a bespoke induction/mentoring programme. Use the Headteacher Performance Management process effectively to challenge, develop and support school leaders.	Director of Education anChildren's Services	Substantial 4	Possible 3	High 12					