## Strategic Risk Register

	isk Register			Portfolio				
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head			Control or Action	Status
ASC0064 Michael Gray  Escalated From :- Powys County Council	WCCIS Unreliability - IF the unreliability of WCCIS is not resolved THEN	Veracity of decision making around adults and children in Powys will be compromised, leading to poor outcomes  • The safeguarding of children and adults in Powys will be compromised  • There will be significant delays in securing time critical packages of care  • Our ability to manage transfers of people from hospital to the community will be compromised  • We will not be able to respond effectively to out of hours emergencies  • There will be delays in making decision and taking action to keep children safe  • Staff morale will be affected further, leading to increased sickness absence and staff leaving	O4/04/2022  Qtr 4 21/22 Review Summary: Agreement from Cabinet to move to a soft market testing exercise. In addition, agreement that digital services and corporate change/improvement resource will be deployed to support any transition to a new system and resulting changes to processes/ways of working.  29/12/2021  Review Summary: Independent review and options appraisal of current system has now been completed. HoS for Children's, Adults and Corporate Director meeting with Digital Services in January 2022 to discuss next steps.  29/09/2021  Qtr 2 21/22 Review Summary: Performance has become less unsatisfactory since last review.  Awaiting findings of independent review of current system to determine what future client management system will be used.  05/07/2021  1st Qtr 2021/22 Review Summary: Reliability of Advanced remains unsatisfactory.  Continued meetings with supplier to seek assurances on how they will address these issues.  Serious loss of service experienced on 25th May resulting in lack of access to client records across Children's and Adults Services.  Business case due to commence in ICT to explore what other client management database options can be pursued.		20	20	Performance issues raised to Welsh Government through SBAR  Monthly Contract review meetings with Supplier  Follow correct change management processes	Action Ir Progress Action Ir Progress Control I Place

Strategic R	Strategic Risk Register			Portfolio	milerent Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
ASC0066  Dylan Owen  Escalated From:- Powys County Council	Risk of social care provider failure. Risk of care homes, domiciliary care providers, supported living providers and others becoming unsustainable for human and financial resource challenges. This is multifactorial with the main reason being the wider impact of the pandemic. The Welsh Government's Hardship Fund, which currently pays for 90% of vacancies in Care Homes has provided supportive mitigation. However, it is being reduced monthly until March 2022 and this will have a significant financial impact upon care providers. There is a risk of harm to residents in having to be moved or having care provider unavailability; financial risk to residents, Council and local economy; risk of reputational damage.	Risk of care services becoming unviable and not sustainable, resulting in requirement to support residents to access different services/care homes etc.	Review Summary: The risk continues. There have been recent instances where care providers have closed at short notice.  07/03/2022 4th Qtr 121/22 Review Summary: The risk continues. However, work is ongoing with care providers in order to ensure that financial fee uplifts for 2022/23 onward are suitable and support sustainability.  01/12/2021 Review Summary: This risk continues. The new variants cause concern and the care homes and care providers are experiencing the ongoing challenges.	of Service  Cllr Sian  Cox  Alison  Bulman	20 16	Care Home Staffing and Resilience Review Joint Support for Residents and Care Homes  Total Residents and Care Homes	Action Ir Progress Action Ir Progress Control I Place

Strategic R	isk Register			Portfolio	Inherent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
ASC0069  Jan Coles  Escalated From :- Powys County Council	If there is insufficient capacity to respond to the longer term demand in children's and adults' services in timely manner	then the Local Authority will be unable to discharge its statutory duty and safeguard children, young people and adults.		Cllr Sandra Davies  Alison Bulman	25 20	Agency Staff and Managed Team in both Adults and Children's Services     Increase inhouse domiciliary care capacity     Prioritise Adult Social services critical functions in line with business continuity planning     Rota in Children's Services for Section 47 assessments	Action In Progress Action In Progress Action In Progress

Strategic R	isk Register			Portfolio	Inherent	Residual	Controls and Actions	ing Care for Children and Young People protocol prizectly and consistently within Powys is sufficient to meet demand Action In Progress of Welsh Government COVID-19 Hardship Fund Action In Progress reliance on agency social workers Progress retipation of the MTFS / Retaining grant Posts within Children's Services  Status  Action In Progress Action In Progress Action In Progress Control In Place Control In Place Withdrawn		
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status		
CS0081  Jan Coles  Escalated From:- Powys County Council	BUDGET: If Children's Services are unable to manage within budget due to:  - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding	Then this will have implications for the whole Council:  - Unable to meet statutory duties - Leaving service users at risk - Reputational damage to the Authority - Unable to manage within financial envelope	Review Summary: End of the financial year, out turn is an overspend of £57,000 for Children's Services. This is largely due to accessing additional Grant funding but much more positive forecast than previously thought.  11/01/2022 Review Summary: No change from previous review.  20/10/2021 Qtr 2 21/22 Review Summary: Budget setting process in progress Pressures have been identified and included in the CS FRM Efficiencies have been identified to value of £2.7m which equates to 10.47% of the CS budget for 22-23 These Savings will mitigate some of the pressures Continue to maximise use of all available grants Continue to work closely with finance business partners Investment in Early Help and Intervention and Prevention Services has enabled the Service to manage the increased demand during the pandemic without seeing a corresponding increase in the most intense interventions for example, CLA numbers.  07/07/2021 1st Qtr 2021/22 Review Summary: Maximising use of all available grants Ensuring pressures in the service are known and mitigating action taken where possible Closer to home activity continues with HOCS oversight Bids to the council recovery fund made to enable early help and front door services can manage demand away from statutory services wherever possible Work to reduce the number of children brought into public care continues to be successful Number of children looked after has reduced	Cllr Susan McNicholas  Alison Bulman	12	9	Ensure Continuing Care for Children and Young People protocol being applied correctly and consistently  Ensure market within Powys is sufficient to meet demand  Make best use of Welsh Government COVID-19 Hardship Fund and other available resources  Work to reduce reliance on agency social workers  Integrated budget planning  Develop early intervention and prevention services in order to mitigate demand on longer term services  Ability to meet the requirements of the MTFS / Retaining grant funding around posts within Children's Services  Work with service providers to limit impact of supreme court legal judgement	Progress Action In Progress Action In Progress Action In Progress Control Ir Place Control Ir Place Withdrawn		

Strategic Ri	isk Register			Portfolio	inherent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
				of Service			
ED0022	The council will be unable to manage	Some schools will have escalating deficits which	<b>18/05/2022</b> Review Summary: Qtr 4 2021-22:	Cllr Pete Roberts	12 9	Progress Funding Formula review.	Action In
Lynette Lovell	the schools' budget without	will have a financial impact on the rest of the	Primary: The forecast contribution from	1		Effective use of the Scheme for Financing Schools	Progress Action In
	ongoing adjustments to the	Council and the learners in their care.	reserves for the Primary Sector is currently £505k which has reduced by £107k since	Lynette Lovell		Implementation of R5 in the PIAP	Progress Action
Escalated From :-	distribution formula and improving		last month.			• PIAP	Complete Action
Powys County	financial management. If		Secondary: The Secondary sector has a forecast contribution to reserves currently of				Complete
Council	they are unable to manage the		£17k. This has increased by £302k since last month. Officers have been working				
	budget, there will be a significant		effectively with the Secondary sector and as a result there is a reduction in deficit				
	compromise to the quality of		balances.				
	education for Powys learners.		All Through: The all age sector has a forecast contribution to reserves of £145k				
	,		which has increased by £62k since last month.				
			Special: The special sector has a £102k forecast contribution to reserves. This has				
			decreased by £29k since last month.				
			Surgery sessions are ongoing with all schools and school budget positions are				
			being effectively monitored and issues are being escalated quickly by officers.				
			Powys County Council have received a substantial amount of Education grant				
			funding into the Authority during the Spring Term to be spent by the end of the financial				
			year. This may have a positive impact on the schools' delegated outturn position for 2021-22.				
			2021-22.				

Strategic Ri	sk Register			Portfolio	Inherent Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
			1010110000	of Service			
			12/04/2022				
			Qtr 4 2021-22 Review Summary:				
			Primary: The forecast contribution from				
			reserves for the Primary Sector is currently				
			£505k which has reduced by £107k since				
			last month.				
			last month.				
			Secondary: The Secondary sector has a				
			forecast contribution to reserves currently of				
			£17k. This has increased by £302k since				
			last month. Officers have been working				
			effectively with the Secondary sector and as				
			a result there is a reduction in deficit				
			balances.				
			All Through: The all age sector has a				
			forecast contribution to reserves of £145k				
			which has increased by £62k since last				
			month.				
			Special: The special sector has a £102k				
			forecast contribution to reserves. This has				
			decreased by £29k since last month.				
			Surgery sessions are ongoing with all				
			schools and school budget positions are				
			being effectively monitored and issues are				
			being escalated quickly by officers.				
			Powys County Council have received a				
			substantial amount of Education grant				
			funding into the Authority during the Spring				
			Term to be spent by the end of the financial				
			year. This may have a positive impact on				
			the schools' delegated outturn position for				
			2021-22.				
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Strategic Ri	sk Register			Portfolio	Inherent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Statu
				of Service			
			21/01/2022				
			Review Summary: Decision taken by EMT				
			and gold command to stand down on qtr 3				
			21/22 reporting				
			Qtr 3 2021/22 Review Summary:				
			Schools submitted their approved budgets				
			to the Authority on 1st May 21. Budget plans				
			have now been reviewed by the Chief				
			Education officer and the Section 151 officer				
			and actions following that review are in				
			progress and a report went to Cabinet on				
			the 13th July 21. Officers continue to work				
			with Schools in deficit to bring budget plans				
			back to a balanced in year position.				
			Primary: The forecast contribution from				
			reserves for the Primary Sector is currently				
			£612k which has reduced by £54k since last				
			month.				
			Secondary: The Secondary sector has a forecast call on reserves currently of £285k. This has decreased by £41k since last month. Officers have been working effectively with the Secondary sector and as a result there is a reduction in deficit balances.				
			All Through: The all-age sector has a forecast contribution to reserves of £83k which has decreased by £11k since last month.				
			Special: The special sector has a £131k forecast contribution to reserves. This has increased by £1k since last month.				
			We have seen a reduction in the call on the				
			schools ring-fenced reserves and schools				
			are working effectively with Finance and				
			School Improvement Advisors to improve				
			the forecasted outturn position. Surgery				
			sessions have been held with all schools				
			throughout the Autumn term. Schools				
			budget positions are being effectively				
			monitored and issues are being escalated				
			quickly by officers.				
			Powys County Council have received a				
			substantial amount of Education grant				

Strategic Ri	sk Register			Portfolio	Inherent Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
			funding into the Authority at the end of quarter 3 to be spent by the end of the financial year. This may have a positive impact on the Schools' delegated outturn position for 2021-22.  14/10/2021  Qtr 2 2021/22 Review Summary:  Schools submitted their approved budgets to the Authority on 1st May 21. Budget plans have now been reviewed by the Chief Education officer and the Section 151 officer and actions following that review are in progress and a report went to Cabinet on the 13th July 21. Officers continue to work with Schools in deficit to bring budget plans back to a balanced in year position.  The sector has received considerable additional grant funding in the last few weeks of March of which some could be rolled forward to spend by the 31st August 21. Finance worked with schools during the summer term to ensure all grants were fully utilised by the end of August.  Primary: The forecast contribution from reserves for the Primary Sector is currently £592k which has decreased by £287k since the 1st May submittal, this is mainly to do with the rolled forward grants now being fully allocated.  Secondary: The Secondary sector has a forecast call on reserves currently of £450k. This has decreased by £121k since the 1st May submittal. Officers have been working with the Secondary sector and schools are working hard to reduce the deficit balances.  All Through: The All age sector has a forecast contribution to reserves of £94k which has increased by £20k since the 1st May submittal.  Special; The special sector has a £94k forecast contribution to reserves. This had increased by £43k since the 1st May submittal.				

Strategic Ri	isk Register			Portfolio		residuai	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
FIN0001  Jane Thomas  Escalated From :- Powys County Council	The Council is unable to deliver a financially sustainable budget over the short and medium term. The continued impact of Covid coupled with the more recent events around rising inflation, energy costs and the situation in Ukraine impacting on supply chains and prices all increase the risk on the Council financial resilience.	- The Council is unable to fulfil its legal obligation in setting a balanced budget - The Council will not be financially resilient or sustainable - Council reputation damaged - Inability to fulfil our statutory requirements	4th Qtr 21/22 Review Summary: The council has approved the revenue budget for 2022/23 and the financial position for the new year will be monitored through the existing reporting mechanisms. EMT will begin reviewing the 5 year budget plan in April to address the ongoing budget gap for the next few years. Indicative funding settlements for the next 2 years do provide some certainty but we cannot underestimate the challenge that still remains. Rising inflation, energy costs and supply chain issues arising from the war in Ukraine will provide further challenge during 2022/23. 21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting 13/10/2021 Qtr 2 21/22 Review Summary: Budget development continues, IBP's have been completed by all services and the financial pressures falling on each service is now identified. Continuing costs and income loss due to the pandemic are clearly understood. The budget model has been updated to reflect the position and SLT and Cabinet continue to develop the budget further in order to bridge the budget gap that is estimated. We continue to model the budget on a number of scenarios as we do not yet have any further information on the level of WG settlement for 2022/23. We continue to work through the Welsh Local Government Association (WLGA) and Society of Welsh Treasurers (SWT) to keep WG abreast of the financial pressures falling on Local Authorities.  07/07/2021  1st Qtr 2021/22 Review Summary: The outturn position improved by the support from WG provides confidence that the financial position in the new year is not likely to now be catastrophic. The impact on future year budget settlements are unknown and at this stage we are completing a worst case scenario for budget setting	Cllr David Thomas  Jane Thomas	16	12	<ul> <li>Revise the Medium Term Financial Strategy</li> <li>Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government</li> <li>Service Integrated Business Plans will be reviewed and refreshed</li> <li>Keen focus on procurement issues - sharing information and knowledge across the LA/WLGA network</li> <li>WG claims for Hardship and lost income continue and expect to remain in place til march 2021</li> <li>Regularly monitor and review the financial position on monthly basis.</li> <li>Cost Recovery work</li> <li>3rd party spend reduction</li> <li>Income Generation</li> <li>Monthly reports to cabinet and Management Team on budget progress and progress on savings</li> <li>Budget Challenge Events</li> <li>Moved to a 3 year balanced budget</li> <li>Reassessment of the activities of the Council through the Recovery Coordination Group</li> <li>Review budget position at end of first quarter and consider changes to the 2020/21 budget</li> </ul>	Action In Progress Action In Progress Action In Progress Action Complete Action Complete Control Ir Place Withdraw Withd

Strategic F	lisk Register			Portfolio	innerent Resid	lual Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
Andy Thompson  Escalated From :- Powys County Council	Failing to meet all applicable statutory requirements providing for the health and safety of the occupants in Powys County Council Housing Stock .	Increased risk of death & serious injury. Reputational risk. Failure to support well-being and peace of mind of residents and tenants  Page 14	Review Summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board Welsh Government have stated that significant progress has been made, however, meetings continue on a bi-monthly basis to ensure progress continues. Also as part of the Moving on Up housing restructure a permanent compliance team has been added so the Compliance One Hundred project can continue and standards can be maintained. All officers are in post. 04/10/2021  Otr 2 21/22 Review Summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board Welsh Government have stated that significant progress has been made, however, meetings continue on a bi-monthly basis to ensure progress continues. Key focus remains with the Compliance On Hundred Team and staff contracts have been extended until December 2021. Also as part of the Moving on Up housing restructure a permanent compliance team has been added so the Compliance One Hundred project can continue and standards can be maintained. 05/07/2021  1st Qtr 2021/22. Review Summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board Welsh Government have stated that significant progress has been made, however, meetings continue on a bi-monthly basis to ensure progress continues. Key focus remains with the Compliance On Hundred Team and staff contracts have been extended until December 2021.	Cllr Matthew Dorrance Nina Davies	12 6	Continued delivery of Compliance One Hundred project to drive up compliance and quality assurance with clear focus on  Fire Safety; Asbestos Management; Fixed Electrical Installations; LOLER; Water Systems; Heating Systems.	Action In Progress Action In Progress

Strategic Ri	sk Register			Portfolio	Inherent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
			21/04/2021 Qtr 4 20/21. Review summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board. Welsh Government have stated that significant progress has been made, meetings continue on a bi-monthly basis to ensure progress continues. Key focus remains with the Compliance One Hundred Team and staff contracts have been extended until December 2021.	OI SELVICE			

		Portfolio	innerent Residua	al Controls and Actions	
rry Unable to deliver	Last Reviews  10/04/2022  Qtr 4 21/22 Review Summary: This is still an high risk, but services are managing at present. 21/01/2022  Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting	Portfolio  Director or Head of Service  Clir Jackie Chariton  Nigel Brinn	Inherent Residua	Control or Action  Prioritise transport routes and pay over time  Investigate temporarily amending drivers contracts to enable them to drive the full legal requirement of 10 hours a day  Consider retention bonus for existing drivers and market supplement for new drivers  Recruitment of drivers and upskilling of existing staff  Pay staff for accrued holidays  Prioritise services and pay over time  Redeployment of Highways drivers	Action In Progress Control It Place
loı	lorry ers Unable to deliver statutory service e.g. Waste and recycling, domestic and commercial collections, school transport and the knock on effect on delivering highways maintenance ie flooding and winter maintenance, hedge cutting, potholes.	lorry ers Unable to deliver statutory service e.g. Waste and recycling, domestic and commercial collections, school transport and the knock on effect on delivering highways maintenance ie flooding and winter maintenance, hedge cutting, potholes.  Last Reviews  10/04/2022 Qtr 4 21/22 Review Summary: This is still an high risk, but services are managing at present. 21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting	Fied Potential Consequence Last Reviews Director or Head of Service  Iorry Unable to deliver statutory service e.g. Waste and recycling, domestic and commercial collections, school transport and the knock on effect on delivering highways maintenance ie flooding and winter maintenance, hedge cutting, potholes.  Last Reviews  Director or Head of Service  Ctlr Jackie Charlton  Nigel Brinn  Nigel Brinn	Fortions    Potential Consequence	Potential Consequence  Unable to deliver statutory service e.g. Waste and recycling, domestic and commercial collections, school transport and the knock on effect on delivering highways maintenance, hedge cutting, potholes. increase complaints  Last Reviews  Director or Head of Service  Cult Jackie Charlton  Nigel Brinn  Control or Action  Control or Ac

Strategic Ri	sk Register			Portfolio	illilerent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
	N	I Detected for a few te		of Service			
ICT0010	Non compliance with data protection	'- Potential fine of up to £17,000,000 or 4% of annual turnover	14/04/2022 4th QTR 21/22 Review Summary: Range of Data Protection work undertaken, Data	Cllr Jake Berriman	12 12	- Information Asset Register	Action In
Diane Reynolds	legislation UK General Data	- The Council is subject to regulatory data	Protection Impact Assessments, Subject Access Request (SARs), Breach	Diane		- Development of internal records of processing	Action In
	Protection Regulations	protection audits - Reputational damage	management, development of privacy notices etc Last Corporate Information	Reynolds		Review of postal checking regimes in place	Action In
Escalated From :- Powys	(GDPR) and Data Protection Act	- Regulatory enforcement action	Governance Group (CIGG) December 2021, where regular reports of IG work and			Provision of information to EMT, HoS, and Team Meetings	Action Complete
County Council	(DPA) 2018	- Detriment to the data subjects	measurements are provided 21/01/2022			- Presentations to schools	Action Complete
Courion		- Civil action and associated	Review Summary: Decision taken by EMT and gold command to stand down on qtr 3			GDPR Surgeries	Action Complete
		consequences	21/22 reporting 11/10/2021			Review current ISP in line with revised versions	Action Complete
			Qtr 2 21/22 Review Summary: Control activities continue to be developed, implemented and monitored, taking into			Staff training	Control Ir
			account work reactive nature of work, as services develop, change and transform.			Communication Plan	Control Ir
			DPO for PCC now DPO for Powys Schools too. Assistant DPO post created, and			- Policies and Procedures	Control Ir
			revision of job descriptions of all staff within team to improve ability to react to, and			- Review existing Data Processing agreements	Control Ir Place
			undertake data protection issues. Personal data breach continue to occur,			- Ensure signed agreements are appropriately stored	Control Ir Place
			very often due to human error. The reporting of such breaches to the regulator (ICO)			- Develop data controller vs data Processor check list for services	Control Ir Place
			undertaken in line with obligations placed on the council. The more robust the Council's IG and security frameworks the better			Personal Data Breach Management	Control Ir
			placed the council is to defend its practices to the ICO despite breaches of data			Data Protection Impact Assessments	Control Ir
			protection legislation having occurred. 09/07/2021			Cyber Security Action Plan	Control Ir
			1st Qtr 2021/22 Review Summary: Control activities continue to be developed,			DPO considerations on reports to Cabinet	Control Ir
			implemented and monitored, taking into account work reactive nature of some			- Information sharing protocols	Withdraw
			elements of work, as services develop,			- Data sharing agreements	Withdraw
			change and transform. Personal data breach continue to occur, very often due to			- Identify where information sharing takes place	Withdraw
			human error. The reporting of such			- Implement revised WASPI Accord and templates	Withdraw
			breaches to the regulator (ICO) undertaken in line with obligations placed on the council.			Revised centralised ISP register to link to information Asset and Record of Processing Activities (ROPA)	Withdraw
			The more robust the Council's IG and security frameworks the better placed the			Create policy on services undertaking due diligence potential processors	Withdraw
			council is to defend its practices to the ICO despite breaches of data protection legislation having occurred.			- Create log of data processors and agreements linking to information asset and ROPA	Withdraw

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head			Control or Action	Status
ICT0029	Cyber Security Threat. Risk of	Loss of Information systems until they can	31/03/2022 4th Qtr 21/22 Review Summary: Currently	of Service No Portfolio Holder	16	12	NCSC 10 Steps Actions Engagement & Training	Action In Progress
Diane Reynolds	financial loss, disruption or damage to the	be successfully restored.  Loss of data, inability to access data or public	Heightened Cyber Threat due to Russian/Ukraine situation. PCC is following NCSC advice on actions to take.	Diane			NCSC 10 Steps Assett Management	Action In Progress
Escalated	reputation of Powys County Council from a	disclosure of Personal Data. Cyber risk could	Geolocation blocking has been implemented. Cyber Vulnerabilities are continually being assessed. PCC makes use	Reynolds			NCSC 10 Steps Actions Architecture and Configuration	Action In Progress
From :- Powys	failure of its information	materialize in a variety of ways, such as:	of NCSC Active Cyber Defence tools. 21/01/2022				NCSC 10 Steps Actions Vulnerability Management     NCSC 10 Steps Actions Identity and Access Management	Action In Progress Action In
County Council	technology systems and or/loss of Data due	Deliberate and unauthorized breaches of security to gain	Review Summary: Decision taken by EMT and gold command to stand down on qtr 3				NCSC 10 Steps Actions Data Security	Progress Action In
	to a cyber attack or Incident.	access to information systems.	21/22 reporting <b>30/09/2021</b> Qtr 2 21/22 Review Summary: Cyber Threat				NCSC 10 Steps Logging and Monitoring	Progress Action In
		<ul> <li>Unintentional or accidental breaches of security.</li> </ul>	Presentation delivered to SMT, Agreed to follow up with Cyber Incident Exercising 23/06/2021				NCSC 10 Steps Incident Management	Progress Action In Progress
		Operational IT risks due to factors such as	Qtr 1 2021/22 Review Summary: Investment made into additional Security Tools to detect				NCSC 10 Steps Actions Supply Chain Security	Action In Progress
		poor system integrity.	and Prevent Malware				NCSC 10 Steps Actions Risk Management	Action In Progress
							Major Incident response processes     Disaster Recovery Procedures	Action In Progress Action In
							Cyber Exercising	Progress Action In
							Additional Staff Awareness	Progress Action In Progress
							Security Operations Procedures Policy	Action Completed
							Capital investment in Security Operations Management Tools	Action Completed
							Capital Investment     SBAR Reporting	Action Completed Action
							Cloud Security controls in place to detect and prevent malicious	Completed Control In
							content in Office365 • End Point AntiVirus in place detecting known threats	Place Control In
							Device Encryption	Place Control In Place
							Annual Penetration testing	Control In Place
							Cyber Security Improvement Plan	Control In Place

Strategic Ri	isk Register			Portfolio	Inherent Residual	ual Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
						Cyber Security Certification	Control In
						Staff Training	Place Control In Place
						Detection and Response Tools	Control In Place

Strategic R	isk Register			Portfolio	innerent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head			Control or Action	Status
PCC0003  Caroline Turner	The council receives a negative regulatory / inspection report	- Meeting regulatory and legislative duties - Ability to provide a good quality of service to service users - Managing demand on the service - Recruitment and retention of staff - Staff morale - Reputational damage	4th Qtr 21/22 Review Summary: Positive report received from Estyn, Education Service no longer requires enhanced monitoring. Also received positive reports from HIW/CIW on Mental Health Services, and from HMIPP on Youth Justice Service.  Recently notified of forthcoming CIW improvement check of Adult Services and Children Services this will take place during May, report anticipated in the summer. It is likely that the improvement check will find gaps in provision and records due to the well-documented pressures on both Services since July 2021, due to the impact of COVID, increase in demand and staffing issues.  21/01/2022  Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting  21/10/2021  Review Summary: HIW / CIW will be undertaking an inspection of Mental Health services in December.  Estyn Monitoring Visit was held in October and we are awaiting their report.  09/07/2021  Qtr 1 2021/22. Review Summary: Education Service are preparing for the Estyn Improvement Conference in November 2021. Inspection of Youth Justice Board arrangements is due soon. In future, all Inspection Reports will be considered by Governance & Audit Committee.	of Service  Clir James Gibson-Wat t  Caroline Turner	12	9	Improvement plans Communications strategy (internal/external) close working relationships with regulators corporate support provided to services close working relationship with WG	Control li Place

Strategic R	isk Register			Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0005 Nigel Brinn	The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic	Increased staff absenteeism; Increase demand for services from residents Increased workload for council staff as a result of staff absence and increased service demand Closure of Council premises resulting in reduced services to residents and office accommodation	Review Summary: Case numbers have significantly reduced on the CRM but there is still evidence of cases within the Community. Due to the vaccine, these cases are not impacting the Council as they were at the beginning of the Pandemic. This case will remain on the register whilst we monitor the impact over the Autumn/Winter 2022/2023  12/05/2022  Review Summary: Gold command meetings were stood down on 30th April 2022. Covid is still evident in our community but due to a reduction in testing, numbers coming through the CRM have dropped and the impact Covid is having on our communities, schools and workforce has reduced.  Covid does still pose a risk for PCC so this risk is still current. We are unsure what will happen going forward and need to get through the Autumn before we have a clear picture.  21/01/2022  Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting  20/09/2021  Review Summary: 2nd Qtr 21/22  The Council moved back to Business  Continuity on 23rd August 2021 due to rising case numbers and extreme pressures within Social Services and TTP.  All BCP's and RR have been updated to reflect the current position and all HOS are working closely with their teams to ensure the Services are managing under the pressure.  Gold/Silver continues to operate on a weekly basis and this issue is being closely monitored.  Communications is being issued regularly to the public to ensure they understand the current pressures being experienced.	Cllr James Gibson-Wat t Nigel Brinn	16	9	Update Business Continuity Plans (at Service and Corporate Level);  Establishment of an Internal Silver Command  Powys County Council Representation on Powys Teaching Health Board Gold and Silver Command;  Liaison with all Local Resilience Forum (LRF) Partners;  PCC Liaison with Welsh Government and Public Health Wales;  Communication and engagement with schools.  Communications to residents, staff and members	Action Completer Action Completer Control Ir Place

Strategic R	isk Register			Portfolio	Inherent	Residual	al Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PPPP0007  Gwilym Davies  Escalated From :- Powys County Council	Heart of Wales Property Services (HOWPS) being unable to undertake contracted work in a timely and cost effective manner.	- Failure of statutory functions (Compliance). Potential for prosecution (HSE) and prohibition notices Failure to perform repairs and maintenance. Could lead to legal action against the authority Reputational damage to PCC (client credibility) Cost to PCC for poor performance Officer time costs (due to additional workload) Financial Risk to HRA and wider Authority Critical Wales Audit Office Report Non-delivery of key projects due to lack of resources Health and safety risks.	Review Summary: The Risk has been reviewed and it is considered that the controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions to continue to be implemented.  It is acknowledged that training is required for HOWPS staff prior to their transfer to PCC. This has the potential to impact of the ability of HOWPS to undertake compliance and remedial work. Appropriate communication is to take place with HOWPS to understand and manage this impact.  08/04/2022  4th Qtr 21/22 Review Summary: The Risk has been reviewed and it is considered that the controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions to continue to be implemented.  21/01/2022  Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting 18/11/2021  Review Summary: The Risk has been reviewed and it is considered that the controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions to continue to be implemented.	Cllr Jake Berriman  Nigel Brinn	20	20	<ul> <li>Potential to invoke step in clauses for specific parts of the contract in line with contract</li> <li>Rectification plan(s) to be secured and monitored by PCC when submitted by HOWPS.</li> <li>Additional resources allocated by Kier and PCC.</li> <li>Close monitoring by Directors, Chief executive and Portfolio Holders.</li> <li>Performance monitoring (Contract management forum, Board etc.)</li> <li>Utilisation of contract document to escalate issues.</li> <li>Development of evidence and fall-back systems (transition plans).</li> <li>Development of contingency plans for contract failure</li> <li>Introduced weekly officer level meetings</li> <li>Awaiting consultation resource plan.</li> <li>Head of Service on HOWPS Board of Directors.</li> <li>Portfolio Holder on HOWPS Board of Directors.</li> <li>Escalation of risk and concerns to Chief Executive and Strategic Directors.</li> </ul>	Action In Progress Withdrawr Withdrawr Withdrawr Withdrawr Withdrawr Withdrawr

Strategic R	isk Register			Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PROC0008 Vincent Hanly  Escalated From :- Powys County Council	Russian Invasion and Other Market Pressures leading to Increased risks of price variations and labour & material shortage caused by rising inflation.	Effect on capital and revenue budget but mainly effecting supplies of materials relating to any contract or project. Unable to deliver statutory and non statutory services which could result in a backlog of work, reputational damaged, quality of buildings and knock-on consequences. Examples of a key consequence: delayed or cancelled housing development reduces capacity to address homelessness and other housing needs, Delays or affordability of delivery of schools transformation etc	Alloy 1/2022  Qtr 4 21/22 Review Summary: A Ukraine/ Price Volatility Cell has been set up with terms of reference. Proformas to identify pressure has been drafted and to consider effects on budgets. The group will meet fortnightly in the first instance to address any which impact on front line service delivery and to report to EMT/Gold as required 22/12/2021  Review Summary: This risk still being monitored and managed where requests for increase being made. Commercial Services is advising services when required to minimise effect and consider company pressures against inflationary indices. The overall effect is minimal but in light of increasing inflation this may then show increases on tendered costs and so will be continually monitored. 12/10/2021  Qtr 2 21/22 Review Summary: We are carefully monitoring the potential for prices increases in procurement and have asked (via S151 Officer) that all services notify us of any which are potentially affecting contract prices for any ongoing arrangement above and beyond the terms of the contract and the inflationary indices within. There are some supply issues emerging such as purchase of vehicles and plant (long lead times) and some construction materials (rationed supply) which will need careful monitoring and oversight.  Prices are increasing within the market for key commodities such as to timber steels concrete and key construction products as well as Fuel/ Food and many other products. Discuss with Section 151 Officer of how these can be approved and linked to current indices so we don't overpay but also reflect increase or avoid effects within budgets (e.g substitution reduce service etc)	Cllr David Thomas  Jane Thomas	15	12	Develop a Process for approval by S151 officers for minimising effect of Price Increases  Material subsitution  Value engineering  Ukraine Cell Set up to report to Gold on consequences and to manage  Re-evaluate project timescales	Action In Progress Action In Progress Control In Place Control In Place Withdrawn

strategic Risk Register		Portfolio	innerent Kesiduai	Controls and Actions	
tef & Owner Risk Identified Potential Consequ	uence Last Reviews	Director or Head		Control or Action	Status
The Council is unable to recruit, retain and commission the workforce it requires, in the short term due to increased staff absences and a challenging UK labour market, and in the longer term due to an expected long term decrease in the local working age population  *Services also me able to delive normal / planned of service provis Where this is act could lead to the of the Council to statutorily require services, the Comay need to term step-down eleme its non-business activities in order deploy staff to business-critical	Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed and the numbers recruited being on and ahead of target (i.e. 11 against the 10 planned). In Social Care a much enhanced grow our own programme for the next 5 years is in place and being implemented for social workers on. Ite or inability deliver indiction and care sector in Powys by / through: delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector)	of Service Cllr Jake Berriman  Paul Bradshaw	25	To further develop the Council's recruitment practice, site and campaigns to best promote employment opportunities  Establish a cross Council Resourcing Group to oversee and resolve recruitment needs  Improving the skills and employability of young people and adults  Developing a health and care workforce for the future  Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications t Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care  Conduct research to understand the workforce profile in health and social care  increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches  Telehealth and telecare  Formal partnership with the Open University and secondment of students  Promoting Powys as a place to live, visit and do business  Support communities to be able to do more for themselves and reduce demand on public services  Developing digital solutions and services  Developing a workforce strategy which ensures Council is an excellent employer  Develop an Adults' Service recruitment and retention strategy, based on a strong brand promoting positive values and working/I  To maintain rolling adverts for key staff and to link the adverts to relevant sites / job boards  To activate the Emergency Plan as may be required in order to facilitate the move of resources to business critical work to business critical work to business critical activities where possible.  To develop and run a national recruitment campaign to best attract candidates to social care roles  Improving skills and supporting people to get good quality jobs  Improving education attainment of all pupils  Consideration of a joint bank of staff available to maintain staffing levels and reduce risk  Build better connections with Powys schools & universities within Wales & just across the border in order to attract students	Action In Progress Action Complete Action Complete Action Complete Control Ir Place Control Ir Place Withdraw With

Strategic Ri	sk Register			Portfolio	Inherent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
			At 21/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic In Children's Services an enhanced grow our own programme is in place and being implemented for social workers  In addition we are widening access to the health and care sector in Powys by / through:  - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - the Kickstart programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work placement) - Apprenticeships — widening the apprenticeship offer in Social care 5 additional post in this financial year - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework)	of Service			

O4/10/2021 2nd Otr 21/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council as restablished an apprenticeship programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic in Children's Services a grow your own programme is in place and continues to be implemented for social workers  In addition we are widening access to the health and care sector in Powys by 1 through:  - the Arrain Employability skills hub project (NPTC delivering employability skills training to a range of groups including slaft currently within the health and care system, carers, volunteers and new staff triying to access employment in the socior)  - the Kickstat programme (specement) - the Kickstat programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work papendicaning the apprenticeships — widening the apprenticeship	Strategic Risk Register	rategic Risk Register			Inherent Residual	Controls and Actions	
Add Old 21/22 Review Summary: The Workforce Futures Strategic Framework is in place and is breign implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council's established an apprenticeship programse which is being progressed ableit progress has been adversely impacted to a degree by the COVID's pandemic In Children's Services a grow your own programme is in place and continues to be implemented for social workers  In addition we are widening access to the health and care sector in Powys by / through:  - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - the Kickstaff programme (government initiative to provide work experience to 16-24 years strough a form for life younger apprenticeship offer in Social care 5 additional post in this financial year	Ref & Owner Risk Identified	Potential Consequence	Last Reviews	or Head		Control or Action	Status
- Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework and Health clinical induction framework)			2nd Qtr 21/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic In Children's Services a grow your own programme is in place and continues to be implemented for social workers  In addition we are widening access to the health and care sector in Powys by / through:  - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - the Kickstart programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work placement) - Apprenticeships – widening the apprenticeship offer in Social care 5 additional post in this financial year - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework	or Head			

Strategic Risk	Register			Portfolio	Inherent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
			02/07/2021  1st Qtr 2021/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic. In Children's Services a grow your own programme is in place and continues to be implemented for social workers.  In addition we are widening access to the health and care sector in Powys by / through:  - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector)  - the Kickstart programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work placement)  - Apprenticeships — widening the apprenticeship offer in Social care 5 additional post in this financial year  - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment  - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework)	of Service			