Strategic Risk Register

er Risk Identified Potential Consequence Last Reviews	
er Risk Identified Potential Consequence Last Reviews	Director Control or Action Statu or Head of Service
WCCIS Veracity of decision 11/07/2022 WCCIS is not making around adults and children in Powys wWCCIS is not will be compromised, leading to poor outcomes • The safeguarding of children and adults in Powys will be powys will be compromised • There will be • There will be system and resulting children and adults in powys will be compromised • There will be • Our ability to manage transfers of people from hospital to the compromised • We will not be able to respond effectively to out of hours • There will be delays and Corporate Director i • There will be delays • There will be delays and Corporate Director i • There will be delays • There will be delays and Corporate Director i • There will be delays • There will be delays affected further, leading • Increased • Increased Awaiting findings of inde • Increased • Increased reputational damage to • Increased • Increased reputational damage to	or Head of Service or Head of Service ny: An options ady for riate channels. Clir Sin Cox 12 12 Nina Davies Nina Davies Performance issues raised to Welsh Government through SBAR Progr · Monthly Contract review meetings with Supplier Actio Progr · Monthly Contract review meetings with Supplier : Agreement ft market greement that e will be sition to a new s to Internal Review Actio Progr · Internal Review : Follow correct change management processes Contr Pla : follow correct change management processes Contr Pla : for performance ry since last Internal Review Internal Review

Strategic R	isk Register			Portfolio	innerent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		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. 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 	Risk of care services becoming unviable and not sustainable, resulting in requirement to support residents to access different services/care homes etc. Risk of care staff not being paid.	 15/07/2022 Review Summary: Amending 3 month review to fall in line with PMQAF timetable. 09/05/2022 1st Qtr 22/23 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. 	Cilr Sian Cox Nina Davies	20 16	Direct Payment Support Scheme Care Home Support Care Home Staffing and Resilience Review Joint Support for Residents and Care Homes	Action In Progress Action In Progress Control In Place

Strategic R	isk Register			Portfolio	Inherent Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
	a significant risk of increased failure and a large number of care staff not being paid appropriately.						

Strategic R	isk Register			Portfolio	innerent 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.	12/07/2022 1st Qtr 22/23 Review Summary: CS are actively working on their recovery plan and exit strategy for utilising managed social work teams. The service is implementing new models of working in some of the social work teams strengthening existing capacity/mitigation the lack of qualified social work capacity. This year (sept 22) we are going to be offering degree sponsorships to 12 staff across children and adult services.	of Service Cilr Sandra Davies Nina Davies		 Increase inhouse domiciliary care capacity Agency Staff and Managed Team in both Adults and Children's Services 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 Completed Withdrawn

Strategic R	isk Register			Portfolio	innerent Kesiduar	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
CS0081 Jan Coles Escalated From :- 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	 12/07/2022 1st Qtr 22/23 Review Summary: Recovery and exit strategy is on going and looking to reshape existing capacity and reduce the need for agency social workers. The grow our own strategy continues to scale up with 5 students qualifying this summer. Review of the IDS service is taking place and will develop the strategies in respect of continuing care. 07/07/2022 Review Summary: admin 25/04/2022 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. 	Clr Susan McNicholas Nina Davies		 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 Funding 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 	Action In Progress Action In Progress Action In Progress Control In Place Withdrawn Withdrawn

Strategic Ri	sk Register			Portfolio	mnerent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
ED0022	The council will be unable to manage	Some schools will have escalating deficits which	10/07/2022 1st Qtr 22/23 Review Summary: Quarter 1	Cllr Pete Roberts	12 9	Progress Funding Formula review.	Action In Progress
Lynette Lovell	the schools' budget without ongoing	will have a financial impact on the rest of the Council and the learners	Review: The year end position for schools moved significantly since the previous forecast, this is due to the allocation of over	Lynette		Effective use of the Scheme for Financing Schools	Action In Progress
Escalated	adjustments to the distribution formula	in their care.	£5.936 million grant to support schools core costs. Schools planned to utilise £0.577m of	Lovell		Implementation of R5 in the PIAP	Action Complete
F rom :- Powys County	and improving financial management. If they are unable to		reserve but actually put in to reserve £5.732m, an overall movember of £6.289m. 18/05/2022 Review Summary: Qtr 4 2021-22:			• PIAP	Action Complete
Council	manage the budget, there will be a significant compromise to the quality of		Primary: The forecast contribution from reserves for the Primary Sector is currently £505k which has reduced by £107k since last month.				
	education for Powys learners.		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.				

trategic Ris	tegic Risk Register			Portfolio	Inherent Residual		
ef & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Statu
			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.				
			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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ef & Owner	egic Risk Register					
	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service	Control or Action	Status
			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 Residual	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.				

Strategic Ri	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
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	 07/07/2022 1st Qtr 22/23 Review Summary: SLT and Cabinet have started to consider the impact of this years budget setting and pressures arising, ongoing meetings and completion of the FRM by the end of August should allow time to consider how the budget gap will be addressed. 04/04/2022 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 ap 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. 	Cllr David Thomas Jane Thomas	Revise the Medium Term Financial Strategy Action In Progress Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government Progress

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HO0024 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	 15/07/2022 Review Summary: 1st Qtr 22/23 - 07.07.22: The Housing Service has a robust process to follow and court injunctions are served if required to gain access to properties where it has not been possible to visit to undertake the required services. This key indicator is expected to see improvements over the coming quarters as engineers are recruited to the service and the non-access process is pursued with vigour. 27/04/2022 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 Qtr 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. 	of Service Cllr Matthew Dorrance Nina Davies		Continued delivery of Compliance One Hundred project to drive up compliance and quality assurance with clear focus on Fire Safety: Asbestos Management; Fixed Electrical Installations; LOLER; Water Systems; Heating Systems.	Action In Progress Action In Progress

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			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 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.				

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HTR0016 Matthew Perry Escalated From :- Powys County Council	Shortage of lorry and bus drivers	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. increase complaints	 15/07/2022 1st Qtr 22/23 Review Summary: The initial shortage of lorry and bus drivers has been managed successfully and is now at a level the service can manage the risk and the supporting risk controls, through their own service risk register. 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 	Cllr Jackie Charlton Nigel Brinn		 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 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 Redeployment of Highways drivers 	Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Control In Place

Strategic Ri	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
ICT0010	Non compliance with data protection	'- Potential fine of up to £17,000,000 or 4% of annual turnover	15/07/2022 1st Qtr 22/23 Review Summary: Range of	Cllr Jake Berriman	12 12	Review of postal checking regimes in place	Action In Progress
Diane Reynolds	legislation UK General Data	- The Council is subject to regulatory data	DP work undertaken, including a number of DPIAs, including review of template to improve officer understanding of process,	Diane		- Information Asset Register	Action In Progress
Escalated	Protection Regulations	protection audits - Reputational damage	Development of required privacy notices with services, management of personal data	Reynolds		- Development of internal records of processing	Action In Progress
From :- Powys	(GDPR) and Data Protection Act (DPA) 2018	- Regulatory enforcement action - Detriment to the data	breaches, implementation of ICO recommendations within regulatory tracker to enable organisational oversight, etc.			Provision of information to EMT, HoS, and Team Meetings	Action Completed
County Council	(5174) 2010	subjects - Civil action and	Quarterly IG report delivered to and approved by CIGG in June 2022.			- Presentations to schools GDPR Surgeries	Action Completed
		associated consequences	14/04/2022 4th QTR 21/22 Review Summary: Range of			- Review current ISP in line with revised versions	Action Completed Action
			Data Protection work undertaken, Data Protection Impact Assessments, Subject Access Request (SARs), Breach			Staff training	Completed Control In
			management, development of privacy notices etc Last Corporate Information Governance Group (CIGG) December 2021,			Communication Plan	Place Control In Place
			where regular reports of IG work and measurements are provided			- Policies and Procedures	Control In Place
			21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3			- Review existing Data Processing agreements	Control In Place
			21/22 reporting 11/10/2021			- Ensure signed agreements are appropriately stored	Control In Place
			Qtr 2 21/22 Review Summary: Control activities continue to be developed,			- Develop data controller vs data Processor check list for services Personal Data Breach Management	Control In Place Control In
			implemented and monitored, taking into account work reactive nature of work, as services develop, change and transform.			Data Protection Impact Assessments	Place Control In
			DPO for PCC now DPO for Powys Schools too. Assistant DPO post created, and			Cyber Security Action Plan	Place Control In
			revision of job descriptions of all staff within team to improve ability to react to, and undertake data protection issues.			DPO considerations on reports to Cabinet	Place Control In
			Personal data breach continue to occur, very often due to human error. The reporting			- Information sharing protocols	Place Withdrawr
			of such breaches to the regulator (ICO) undertaken in line with obligations placed on			- Data sharing agreements - Identify where information sharing takes place	Withdrawn
			the council. The more robust the Council's			- Implement revised WASPI Accord and templates	Withdrawr Withdrawr
			IG and security frameworks the better placed the council is to defend its practices to the ICO despite breaches of data			- Revised centralised ISP register to link to information Asset and Record of Processing Activities (ROPA)	Withdrawr
			protection legislation having occurred.			- Create policy on services undertaking due diligence potential processors	Withdrawr
						 Create log of data processors and agreements linking to information asset and ROPA 	Withdrawr

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
ICT0029	Cyber Security Threat. Risk of	Loss of Information systems until they can	14/07/2022 1st Qtr 22/23 Review Summary: Cyber	Unassigned	16 12	Major Incident response processes	Action In
Diane Reynolds	financial loss, disruption or damage to the	be successfully restored. Loss of data, inability to access data or public	Threat continues to be a high risk area. The Council have an active Cyber Resilience and improvement plan in place. High risk	Diane Reynolds		Disaster Recovery Procedures	Progress Action In Progress
Escalated From :-	reputation of Powys County Council from a failure of its	disclosure of Personal Data. Cyber risk could materialize in a variety of	vulnerabilities highlighted by the Annual Penetration test that was undertaken in February have all been addressed. 31/03/2022	Reynolds		Cyber Exercising Additional Staff Awareness	Action In Progress Action In Progress
Powys County	information technology	ways, such as: • Deliberate and	4th Qtr 21/22 Review Summary: Currently Heightened Cyber Threat due to			NCSC 10 Steps Actions Engagement & Training	Action In Progress
Council	systems and or/loss of Data due	unauthorized breaches of security to gain	Russian/Ukraine situation. PCC is following NCSC advice on actions to take.			NCSC 10 Steps Assett Management	Action In Progress
	to a cyber attack or Incident.	access to information systems.	Geolocation blocking has been implemented. Cyber Vulnerabilities are			NCSC 10 Steps Actions Architecture and Configuration	Action In Progress
		Unintentional or accidental breaches of security.	continually being assessed. PCC makes use of NCSC Active Cyber Defence tools. 21/01/2022			NCSC 10 Steps Actions Vulnerability Management	Action In Progress
		Operational IT risks due to factors such as	Review Summary: Decision taken by EMT and gold command to stand down on qtr 3			NCSC 10 Steps Actions Identity and Access Management	Action In Progress
		poor system integrity.	21/22 reporting 30/09/2021			NCSC 10 Steps Actions Data Security	Action In Progress
			Qtr 2 21/22 Review Summary: Cyber Threat Presentation delivered to SMT, Agreed to			NCSC 10 Steps Logging and Monitoring	Action In Progress
			follow up with Cyber Incident Exercising			NCSC 10 Steps Incident Management	Action In Progress
						NCSC 10 Steps Actions Supply Chain Security	Action In Progress
						NCSC 10 Steps Actions Risk Management	Action In Progress
						Security Operations Procedures Policy	Action Completed
						Capital investment in Security Operations Management Tools	Action Completed
						Capital Investment	Action Completed
						SBAR Reporting	Action Completed
						Cloud Security controls in place to detect and prevent malicious content in Office365	Control In Place
						End Point AntiVirus in place detecting known threats	Control In Place
						Device Encryption	Control In Place
						Annual Penetration testing	Control In Place
						Cyber Security Improvement Plan	Control In 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
						Cyber Security Certification	Control In
						Staff Training	Place Control In Place
						Detection and Response Tools	Control In Place

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
PCC0003 Caroline Turner	The council receives a negative regulatory / inspection report	- 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	 15/07/2022 1st Qtr 22/23 Review Summary: Rating have been reviewed and the residual score now sits as a 6. This is on the basis that the CIW Improvement Check that took place in May was satisfied with the progress that we've made (their letter is due to be published 3rd week of July). 08/04/2022 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. 21/01/2021 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.	Cilr James Gibson-Wat t Caroline Turner		 Monitoring improvements within key Services to be undertaken by Cabinet, with Scrutiny undertaking a challenge role Monitoring key recommendations through the Corporate Regulatory Tracker Improvement Board for HTR Improvements to be identified and undertaken by each Service, and captured as part of their Integrated Business Plans & progress Communications strategy (internal/external) Maintain close working relationships with all Inspectorates and Regulators as well as Welsh Government Corporate support provided to all Services 	Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

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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	 15/07/2022 Review Summary: amending date to fall in line with PMQAF 08/07/2022 1st Qtr 22/23 Review Summary: Cases continue to impact the community and a reduced TTP team continue to trace the vulnerable and Health and Social Care. This risk will remain on the register whilst we monitor the impact over the Autumn/Winter 2022/2023 27/05/2022 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 2/2023 2/2023 2/2023 2/2023 2/2023 2/205/2022 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. 	of Service Cllr James Gibson-Wat t Nigel Brinn		 Update Business Continuity Plans (at Service and Corporate Level); Establishment of an Internal Silver Command Powys County Council Representation on Powys Teaching Health Board Gold and Silver Command; Liaison with all Local Resilience Forum (LRF) Partners; PCC Liaison with Welsh Government and Public Health Wales; Communication and engagement with schools. Communications to residents, staff and members 	Action Completed Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic R	ategic Risk Register				Inherent Residua	I 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. 	 11/07/2022 1st Qtr 22/23 Review Summary: HOWPS transferred to PCC on the 4th July 2022. Outstanding operational and contractual issues remain in the process of being resolved. The potential financial risk to HRA and wider authority remains a concern. Work is being undertaken to better understand and resolve this issue. 05/07/2022 Review Summary: HOWPS transferred to PCC on the 4th July 2022. Outstanding operational and contractual issues in the process of being resolved. 09/05/2022 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 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.	Clir Jake Berriman Nigel Brinn		 Close monitoring by Directors, Chief executive and Portfolio Holders. Potential to invoke step in clauses for specific parts of the contract in line with contract Awaiting consultation resource plan. Head of Service on HOWPS Board of Directors. Portfolio Holder on HOWPS Board of Directors. Escalation of risk and concerns to Chief Executive and Strategic Directors. Rectification plan(s) to be secured and monitored by PCC when submitted by HOWPS. Additional resources allocated by Kier and PCC. Performance monitoring (Contract management forum, Board etc.) Utilisation of contract document to escalate issues. Development of evidence and fall-back systems (transition plans). Introduced weekly officer level meetings Development of contingency plans for contract failure 	Action In Progress Withdrawr Withdrawr Withdrawr Withdrawr Withdrawr Withdrawr Withdrawr Withdrawr Withdrawr Withdrawr

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PROC0008 Vincent Hanly Escalated From :- Powys County Council	Russian Invasion of Ukraine 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 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	 13/07/2022 1st Qtr 22/23 Review Summary: The Ukraine Cell continues to meet and requests for increases are managed through the processes put in place and maintain delivery and manage budget pressures with services. 13/04/2022 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 increases on tendered costs and so will be continually monitored. 	Jane Thomas		 Material subsitution Develop a Process for approval by \$151 officers for minimising effect of Price Increases Value engineering Ukraine Cell Set up to report to Gold on consequences and to manage Re-evaluate project timescales 	Action In Progress Control In Place Control In Place Withdrawr

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			 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. 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) 				

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WO0021 Paul Bradshaw Escalated From :- Powys County Council	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	 Council is unable to secure the services needed by the local population, including care and assessment provision, education, waste, highways, housing culture and support services. Services may not be able to respond to and fully meet increasing demand. Services also may not be able to deliver their normal / planned levels of service provision. Where this is acute or could lead to the inability of the Council to deliver statutorily required services, the Council may need to temporarily step-down elements of its non-business critical activities in order to deploy staff to business-critical work. 	 01/07/2022 1st Qtr 22/23 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 continues to be progressed, with discussions continuing with services about the recruitment of further apprentices across PCC. In Social Care a much enhanced grow our own programme for the next 5 years 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: an 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) any available governmental schemes, such as the former Kickstart programme Apprenticeships – by widening the apprenticeships offer 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) 	Clir Jake Berriman Paul Bradshaw		 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 Formal partnership with the Open University and secondment of students 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 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 increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches Telehealth and telecare Developing digital solutions and services Developing a workforce strategy which ensures Council is an excellent employer Develop an Adult's Service recruitment and retention strategy, based on a strong brand promoting positive values and working/l 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 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 skills and supporting people to get good quality jobs Improving skills and supporting people to attract students 	Action In Progress Action In Progress Action Completed Control In Place Control In Place Withdrawn Withdrawn Withdrawn

Strategic R	Strategic Risk Register				Inherent Residual	Controls and Actions	
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			 01/04/2022 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 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 In addition we are widening access to the health and care sector in Powys by / through: - an 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) - any available governmental schemes, such as the former Kickstart programme - Apprenticeships – by widening the apprenticeship offer - 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) 				

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			 12/01/2022 Qtr 4 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 and Health clinical induction framework 				

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			 04/10/2021 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 apprenticeships – widening the apprenticeships 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 and Health clinical induction framework) 				