## Strategic Risk Register

Strategic R	isk Register			Portfolio		Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head			Control or Action	Status
ASC0064 Nina Davies  Escalated From:- Powys County Council	IF WCCIS is not fit for purpose, then it will impact upon service area's ability to carry out our statutory operational duties.	Veracity of decision making around adults and children in Powys could be compromised, leading to poor outcomes  The safeguarding of children and adults in Powys could be compromised  There could be significant delays in securing time critical packages of care  Our ability to manage transfers of people from hospital to the community could be compromised  We may not be able to respond effectively to out of hours emergencies  There may be delays in making decisions and taking action to keep children safe  Staff morale could be affected, leading to increased sickness absence and staff leaving  Potential for reputational damage to the council and negative impact on our ability to recruit and retain social workers.	Qtr 3 22/23 Review Summary: Digital Transformation of Social Services Project is ongoing. The review is considering future options for a data management system. 03/10/2022 Qtr 2 22/23 Review Summary: Digital Transformation of Social Services Project has been approved and is in progress. The review will include consideration of the possible future options for a data management system. 11/07/2022 1st Qtr 22/23 Review Summary: An options appraisal is being finalised ready for consideration through appropriate channels. 04/04/2022 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.	of Service  Cllr Sian  Cox  Nina  Davies	12	12	Internal Review     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

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ASC0066 Rachel Evans  Escalated From:- Powys County Council	IF a Social Care provider(s) fail then care homes, domiciliary care providers, supported living providers and others would become unsustainable.	Potential of care services becoming unviable and not sustainable, resulting in requirement to support residents to access different services/care homes etc. Potential of care staff not being paid. Potential of harm to residents in having to be moved or having care provider unavailability. Potential of financial implications to residents, Council and local economy. Potential of reputational damage. Potential of increased failure and a large number of care staff not being paid appropriately	18/01/2023 Qtr 3 22/23 Review Summary: On behalf of service:  • Joint PCC and PTHB provider workshop held with domiciliary care and care home providers 18.12.22 to explore creative solutions and business continuity / resilience  • Additional contract monitoring capacity in place to support care homes  • Rapid Action Plan developed in conjunction with PTHB  • Contingency and focused support around direct payments commissioning  • Increase in travel mileage rate for domiciliary care workforce  • Commissioning exploring sustainable new models  19/11/2022 Qtr 2 22/23 Review Summary: Care homes remain fragile but not at imminent risk of failure. All of the mitigations continue, and a contingency plan has been put in place in regard to direct payments service.  15/07/2022  Review Summary: Amending 3 month review to fall in line with PMQAF timetable.  19/05/2022  1st Qtr 22/23 Review Summary: The risk continues. There have been recent instances where care providers have closed at short notice.	Cllr Sian Cox  Nina Davies	20 16	Direct Payment Support     Care Home Support     Care Home Staffing and Resilience Review     Joint Support for Residents and Care Homes	Action In Progress Action In Progress Control Ir Place

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CS0081  Sharon Powell  Escalated From:- Powys County Council	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 and other ILI's (influenza like illnesses) - Ending of grant funding Then this will have negative implications for the whole Council:	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	Qtr 3 22/23 Review Summary: We are continuing to progress with our Grown Our Own strategy and have recruited 5 newly qualified social workers (NQSW) in November 22. In 2023 we are looking to recruit 10 students in to qualified roles in November 23. We are looking to develop a different recruitment strategy for residential care workers and Social Workers and unqualified staff as part of our Integrated Business Plan.  28/10/2022  Qtr 2 22/23 Review Summary: We are continuing to progress with our Grown Our Own strategy and have recruited 5 NQSWs in November 22. In 2023 we are looking to recruit 10 students in to Qualified roles in November 23. We are looking to develop a different recruitment strategy for residential care workers and Social Workers and unqualified staff as part of our IBP.  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	Cllr Susan McNicholas Nina Davies	12	9	Ensure market within Powys is sufficient to meet demand  Work to reduce reliance on agency social workers  Make best use of Welsh Government Funding and other available resources  Ensure Continuing Care for Children and Young People protocol being applied correctly and consistently  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 Action In Progress Control Ir Place Control Ir Withdrawn Withdrawn

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head			Control or Action	Status
				of Service				
ED0022	IF the Council is	Some schools will have	09/01/2023	Cllr Pete	20	16		
ED0022	unable to improve	escalating deficits which	Qtr 3 22/23 Review Summary: Through	Roberts	20	16	Progress Funding Formula review.	Action In
Lynette Lovell	financial	will have a financial	continued excellent joint working and					Progress
Lynchic Loven	management of	impact on the rest of the	collaboration between the finance team and				Effective use of the Scheme for Financing Schools	Action In
	the schools'	Council and the learners	the Schools Service senior managers	Lynette				Progress
	budget, through	in their care.	significant savings have been made which	Lovell			Implementation of R5 in the PIAP	Action
Escalated	ongoing		continue to ease the internal financial					Complete
From :-	adjustments to the		pressures. Further efficiencies have been				• PIAP	Action
Powys	distribution		explored in specific service areas and					Complete
County	formula, they will		through ongoing collaboration and solution					
Council	be unable to		focused decision making we have reduced					
004	manage the		the overspend further helping this financial					
	budget, resulting in		year and next. Covid-19 pandemic					
	a significant		continues to place additional pressures on					
	compromise to the		the service and consideration needs to be					
	quality of education for		given regarding the long-term challenges					
	Powys learners.		this could bring in certain areas such as					
	Powys learners.		ALN. The service continues to work hard on mitigating financial issues as they arise					
			through the effective use of grants and have					
			managed to alleviate pressures.					
			07/11/2022					
			Qtr 2 22/23 Review Summary: Through					
			excellent joint working between the finance					
			team and the Schools Service senior					
			managers significant savings have been					
			made which will help ease the internal					
			financial pressures. Further efficiencies are					
			yet to be achieved in specific service areas					
			but through ongoing collaboration and					
			solution driven decision making we hope to					
			reduce the overspend further helping this					
			financial year and next. Covid-19 pandemic					
			continues to place additional pressures on					
			the service and consideration needs to be					
			given regarding the long-term challenges					
			this could bring in certain areas such as					
			ALN. The service is working hard on					
			mitigating financial issues as they arise					
			through the effective use of grants and have					
			managed to alleviate pressures.					
			10/07/2022 1st Qtr 22/23 Review Summary: Quarter 1					
			Review: The year end position for schools					
			moved significantly since the previous					
			forecast, this is due to the allocation of over					
			£5.936 million grant to support schools core					
			costs. Schools planned to utilise £0.577m of					
			reserve but actually put in to reserve					
			£5.732m, an overall movember of £6.289m.					
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Strategic Ri	isk Register			Portfolio	Inherent Residu	al Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
			40/05/0000	of Service			
			18/05/2022				
			Review Summary: Qtr 4 2021-22:				
			Primary: The forecast contribution from				
			reserves for the Primary Sector is currently				
			£505k which has reduced by £107k since				
			last month.				
			last monar.				
			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.				
			Consist. The americal contembers a CAOOL				
			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.				
			g q, a,				
			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 R	isk Register			Portfolio	innerent Res	Sidual Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
EDR0011  Diane Reynolds  Escalated From:- Powys County Council	A climate emergency has been declared by Powys County Council. IF we experience the extreme consequences of not taking action then we will experience flooding, poor air quality, impact on nature and our communities.	-Exceeding acceptable CO2 emissions -Increasing demand on flood alleviation and response (including increase demand on resources) -Increased emissions due to depletion of natural carbon stores and sequestration -Unable to meet demand for housing linked to land suitability -Unable to meet future public building needs -Councils reputation is hurt if by lack of prevention/resilience planning and being perceived to be a contributor -Deteriorating river and water way quality -Increased phosphates due to extreme weather events i.e. flooding -Investing in adapting service delivery -Risk to Biodiversity - see Nature Emergency risk -Negative effect on supply of food, goods and vital services due to climate related collapse of supply chains and distribution networks -Risks to the people and the economy climate related failure of the power system -increased risks to human health, wellbeing and productivity from increased exposure to heat, in homes and other buildings -possible multiple risks to the County from Climate change impact	Qtr 3 22/23 Review summary. On behalf of service. The risk is ongoing. The Climate Emergency Programme Board continue to meet monthly and work on developing workstream action plans has continued. A climate stakeholder group has been established to plan for an event in June aimed at supporting Town and Community Councils to declare climate and nature emergencies. A climate and nature engagement group has also been established and had it's first meeting in December 10/11/2022  Qtr 2 22/23 Review Summary: No change, progress has been made through the further development of the climate workstream plans and the analysis of our carbon accounts	of Service  Cllr Jackie Charlton  Nigel Brinn	25	Carbon accounts reporting  Implement Powys' Climate Strategy  Engagement with stakeholders and experts  Workstream Action Plans developed  EMT/SLT dedicated session to take place in December to focus or risk and plan strategic mitigation	Action In Progress n Action In Progress

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		from overseasInadequate planning for unforeseen events					

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FIN0001  Jane Thomas  Escalated From:- Powys County Council	The Council may be 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 obligations - Inability to deliver the Council objectives	Qtr 3 22/23 Review Summary: The development of the budget through the Autumn has seen Cabinet propose a balanced budget for 2023/24 which will be set out at Cabinet on the 17th January. Significant cost pressures across all services can be managed through the increased WG settlement, the delivery of costs reductions and an increase in Council Tax. The longer term 5 year strategy sees further significant shortfalls through to 2028. Work is now underway to reimagine the Council for the future delivered at a lower cost.  02/11/2022 Qtr 2 22/23 Review Summary: A significant amount of work has been completed during September and October on the MTFS and the development of the budget plans. Assumptions have been revised and all services have completed their service FRM's setting out the budgetary pressures they face. An approach to allocate the estimated additional funding from RSG and CT has been implemented and Services have developed proposals as to how the remaining budget gap for each service can be managed. The SLT and Cabinet continue to progress this work. The Autumn statement expected on the 17th November will provide more clarity on the funding levels we can expect for next year.  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.	Cllr David Thomas  Jane Thomas	25	Instruction to all services across the council to pull back on expenditure through 2022/23 to manage the projected deficit. Revise the Medium Term Financial Strategy.  Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government. Service Integrated Business Plans will be reviewed and refreshed. Keen focus on procurement issues - sharing information and knowledge across the LA/WLGA network. WG claims for Hardship and lost income continue and expect to remain in place til march 2021. Cell in place to monitor rising costs, supply chain issues and sharing of information across the Council. Regularly monitor and review the financial position on monthly basis.  Cost Recovery work. 3rd party spend reduction. Income Generation. Monthly reports to cabinet and Management Team on budget progress and progress on savings. Budget Challenge Events. Moved to a 3 year balanced budget. Reassessment of the activities of the Council through the Recovery Coordination Group. Review budget position at end of first quarter and consider changes to the 2020/21 budget.	Action In Progress Action In Progress Action In Progress Action Completed Action Completed Control In Place Control In Place Withdrawr W

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			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.	of Service			

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HTR0018  Matthew Perry  Escalated From:- Powys County Council	Impact of nature emergency on our ability to deliver services	Reduced productivity of agriculture, forestry and fisheries impacting the livelihoods of residents and economic stability. Reduced food availability through declines in pollination, soil health and soil fertility. These will lead to decreased yields, a decrease in food and fodder production, and a decreased availability of wild foods. Ecosystems are more susceptible to invasion by pests and diseases. This will reduce the resilience of the natural environment and require investment in pest and disease prevention/control/eradic ation. Reduced capacity for land to sequester carbon and thus our ability to tackle the climate emergency – see climate risks (interlinked) Reduced capacity for land to perform other basic ecological functions such as water storage, water purification, nutrient cycling and air filtration. Deteriorating river and water quality. Reduced health and wellbeing of residents through increase of diseases, reduced protection against pollution, health effects associated with increased malnutrition and increased exposure to agricultural chemicals,	Qtr 3 22/23 Review Summary: Work is underway to review the 2022 outcomes which will show progress from 2019. There are 15 Local Places for Nature projects under way this year to deliver against the Powys Nature Recovery Action Plan (PNRAP) and 5 of those are on Council land including schools, so will deliver against section 6 duties too. Interest from within and outside the Council is growing rapidly, with enquiries being made by other Services and community organisations around development of projects to be funded in the next year. We have now also been formally awarded SPF funding to appoint a Nature Recovery Officer for the next two years, which achieves one of the aims set out in the declaration of a Nature Emergency 10/11/2022  Qtr 2 22/23 Review Summary: The control actions for this risk are under way, being delivery against the Powys Nature Recovery Action Plan and the Council's duties under section 6 of the Environment (Wales) Act 2016. Both of these actions are highly dependent on external funds and a Biodiversity officer being in place to provide the specialist advice and support to internal Council Services and external partners for delivery.	Cllr Jackie Charlton Nigel Brinn	25	16	Delivering on our Section 6 duties     Implementing the Nature Recovery Action Plan with partners	Action In Progress Action In Progress

Strategic Risk	Register			Portfolio	Inherent Residual	Controls and Actions	
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		a loss of cultural values, reduced access to traditional medicines, reduced options for future drug development, and poorer mental health.  • A decline in tourism due to loss of nature and poor condition of the natural environment.  • Unable to meet demand for housing linked to land suitability.  • Unable to meet future public building needs.  • Council's reputation is hurt by lack of prevention/resilience planning and being perceived to be a contributor.  • Investing in adapting service delivery.		of Service			

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
ICT0010	IF the Council is	'- Potential fine of up to	16/01/2023	Of Service	12 12	- Information Asset Register	Action In
	found	£17,000,000 or 4% of annual turnover	Qtr 3 22/23 Review Summary: Activities to	Berriman		i s	Progress
Diane Reynolds	non-compliant with either UK General Data Protection	The Council is subject to regulatory data	monitor and aide compliance continue, as per previous quarters. Corporate Information Governance Group (CIGG) took	Diane		- Development of internal records of processing	Action In Progress
	Regulations (GDPR) and or the	protection audits - Reputational damage	place November 2022 13/10/2022	Reynolds		Review of postal checking regimes in place	Action In Progress
Escalated From :- Powys	Data Protection Act (DPA) 2018	- Regulatory enforcement action	Qtr 2 22/23 Review Summary: Cyber Security and General Data Protection			Communication Plan	Action Completed
County Council	then, it could be subject to	- Detriment to the data subjects	Regulations (GDPR) training monitored, work undertaken by Information Compliance			Provision of information to EMT, HoS, and Team Meetings	Action Completed
ocurron.	monetary penalties or other regulatory	- Civil action and associated	team to reduce long outstanding Subject Access Requests (SARs), following			- Presentations to schools	Action Completed
	action, data protection audits, civil action and	consequences	Information Commissioner's Office (ICO) action against a number of organisations,			GDPR Surgeries	Action Completed
	associated consequences,		management of personal data breaches and management of actions to reduce likelihood of reoccurrence and implementation of ICO			- Review current ISP in line with revised versions	Action Completed
	including suffering reputational		recommendations. Data Protection Impact Assessment activity and assistance to			- Ensure signed agreements are appropriately stored	Action Complete
	damage, and resultant detriment		services on mental health reporting, third party access to systems, Town Centre Wi-Fi			- Develop data controller vs data Processor check list for services	Action Completed
	to the affected data subjects.		projects etc Corporate Information Governance Group (CIGG) for September			Staff training	Control Ir Place
			cancelled, due to take place in November 15/07/2022			- Policies and Procedures	Control In Place
			1st Qtr 22/23 Review Summary: Range of data protection work undertaken, including a number of Data Protection Impact			- Review existing Data Processing agreements	Control Ir Place
			Assessments (DPIAs), including review of template to improve officer understanding of			Personal Data Breach Management	Control Ir Place
			process, Development of required privacy notices with services, management of			Data Protection Impact Assessments	Control Ir Place
			personal data breaches, implementation of Information Commissioner's Office (ICO)			Cyber Security Action Plan	Control Ir Place
			recommendations within regulatory tracker to enable organisational oversight, etc.			DPO considerations on reports to Cabinet	Control Ir Place
			Quarterly Information Governance report delivered to and approved by Corporate Information Governance Group (CIGG) in			Information sharing protocols	Withdraw
			June 2022.			- Data sharing agreements	Withdrawi
			14/04/2022			Identify where information sharing takes place	Withdrawi
			4th QTR 21/22 Review Summary: Range of			- Implement revised WASPI Accord and templates	Withdrawi
			Data Protection work undertaken, Data Protection Impact Assessments, Subject			Revised centralised ISP register to link to information Asset and Record of Processing Activities (ROPA)	Withdrawi
			Access Request (SARs), Breach management, development of privacy notices etc Last Corporate Information			- Create policy on services undertaking due diligence potential processors	Withdrawi
			notices etc Last Corporate Information Governance Group (CIGG) December 2021, where regular reports of IG work and			- Create log of data processors and agreements linking to information asset and ROPA	Withdrawı
			measurements are provided	1			

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ICT0029	IF the Council incurs a serious	Loss of Information systems until they can	<b>16/01/2023</b> Qtr 3 22/23 Review Summary: Work to	of Service Unassigned	16	12	Major Incident response processes	Action In
Diane Reynolds	Cyber Attack or Security Incident	be successfully restored. Loss of data, inability to	undertake a Self Assessment using the National Cyber Security Centre (NCSC)	Diana			Disaster Recovery Procedures	Progress Action In
	this can result in financial costs to recover, and data	access data or public disclosure of Personal Data.	Cyber Assessment Framework is due to being in QT4 22/23. This should highlight a series of improvements and risk	Diane Reynolds			Cyber Exercising	Progress Action In Progress
Escalated From :-	loss if recovery is not possible. This	Cyber risk could materialize in a variety of	management strategies which if implemented correctly should reduce the				Additional Staff Awareness	Action In Progress
Powys County Council	will result in disruption and	ways, such as: Deliberate and	overall Cyber Risk 12/10/2022				NCSC 10 Steps Actions Risk Management	Action In Progress
	damage to the reputation and running of the	unauthorized breaches of security to gain access to information	Qtr 2 22/23 Review Summary: The Cyber plan and actions continue to make improvements. BAU continues to monitor				NCSC 10 Steps Actions Engagement & Training	Action In Progress
	Council and its services.	systems.  • Unintentional or	and rectify vulnerabilities and address known risks				NCSC 10 Steps Assett Management	Action In Progress
		accidental breaches of security.	14/07/2022 1st Qtr 22/23 Review Summary: Cyber				NCSC 10 Steps Actions Architecture and Configuration	Action In Progress
		Operational IT risks due to factors such as poor system integrity.	Threat continues to be a high risk area. The Council have an active Cyber Resilience and improvement plan in place. High risk				NCSC 10 Steps Actions Vulnerability Management     NCSC 10 Steps Actions Identity and Access Management	Action In Progress Action In
			vulnerabilities highlighted by the Annual Penetration test that was undertaken in				NCSC 10 Steps Actions Data Security	Progress Action In
			February have all been addressed. 31/03/2022 4th Qtr 21/22 Review Summary: Currently				NCSC 10 Steps Logging and Monitoring	Progress Action In
			Heightened Cyber Threat due to Russian/Ukraine situation. PCC is following				NCSC 10 Steps Incident Management	Progress Action In
			NCSC advice on actions to take.  Geolocation blocking has been				NCSC 10 Steps Actions Supply Chain Security	Progress Action In
			implemented. Cyber Vulnerabilities are continually being assessed. PCC makes use of NCSC Active Cyber Defence tools.				Security Operations Procedures Policy	Progress 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      Fad Point Antillians in place detection to secure theorem.	Control In
							End Point AntiVirus in place detecting known threats     Device Encryption	Control In Place Control In
							Annual Penetration testing	Place Control In
							Cyber Security Improvement Plan	Place Control In
								Place

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						Cyber Security Certification	Control In Place
						Staff Training	Control In Place
						Detection and Response Tools	Control In Place

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PCC0003  Caroline Turner	IF the Council receives a negative regulatory / inspection report, then we might be found failing in meeting regulatory and legislative duties.	- it could affect our ability to provide a good quality of service, to the people of Powys - it could affect our ability in managing demand on the service - it might have a negative effect on recruitment and retention of staff - we could experience poor staff morale - we could suffer reputational damage	Otr 3 22/23 Review Summary: During the quarter, an audit of Corporate Safeguarding by Audit Wales highlighted issues that needed to be addressed; all are now being addressed.  Gwernyfed High School and Brecon High School are now in special measures following Estyn Inspection reports.  Further inspections taking place in Q4, in particular CIW inspecting Domiciliary Care provision and Mental Health provision in the North. Also expect to receive Audit Wales inspection of the Planning Service.  07/10/2022  Qtr 2 22/23 Review Summary: Rating has been reviewed and residual score remains at 6. This is on the basis of regular feedback from Estyn, CIW and Audit Wales. 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.	Cllr James Gibson-Wat t Caroline Turner	9	Nonitoring 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 Ir Place

Strategic R	isk Register			Portfolio	Inherent	Kesidual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0005 Nigel Brinn	IF the Council has another wave of COVID 19 or any other ILI's (influenza like illness) resulting in increased staff absenteeism; Increase demand for services from residents: Increased workload for council staff; Closure of Council premises, THEN there will be an increased workload for remaining council staff and increased service demand.	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	Otiol/2023 Qtr 3 22/23 Review Summary: On behalf of Nigel Brinn. 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 of COVID and other ILI's (influenza like illnesses) associated with winter planning 2022/2023. Funding for the team has been confirmed for 23/24 and we are currently working in partnership with colleagues in PTHB to determine its most appropriate allocation and deployment.  O9/11/2022 Qtr 2 22/23 Review Summary: On behalf of Nigel Brinn. 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 of COVID and other ILI's (influenza like illnesses) associated with winter planning 2022/2023.  15/07/2022 Review Summary: amending date to fall in line with PMQAF  O8/07/2022 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	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	lisk Register			Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PPPP0030  David Thompson  Escalated From :- Powys County Council	IF the Council has an insufficient level of revenue maintenance and major improvement capital funding, then it is likely to result in unsafe and unfit assets within School properties.	Withdrawal of use of the asset by the school leading to disruption to educational continuity with the partial or full closure of the school.	Ot/11/2022 Otr 3 22/23 Currently the Council is tolerating (with controls in place) as the risk is in relation to the possibility of insufficient level of revenue maintenance and major improvement capital funding. The Council has an ongoing assessment of all school properties to plan for essential works to maintain safe and operational premises. The Council is awaiting confirmation from WG about additional capital/revenue maintenance grant and the associated terms and conditions for financial year 2023/24. This risk has been transferred from Educations risk register to Property, Planning and Public Protection risk register however remains cross linked with Education so both services have sight. 05/09/2022 Review Summary: Reviewed by SSMT 05.09.22 18/05/2022 Review Summary: Risk reviewed as part of of Q4 discussions 07/03/2022 Review Summary: Risk reviewed in full by David Thompsom and then by SSMT on 07.03.22	Cllr Jake Berriman  Nigel Brinn	20	16	Monitor statutory compliance and implement remedial works and programme capital improvements to maintain service	Control In Place

Strategic R	isk Register			Portfolio	Inherent Re	esidual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head			Control or Action	Status
PPPP0031  David Thompson  Escalated From:- Powys County Council	IF the school building stock deteriorates due to the insufficient level of revenue and major improvement capital funding required to maintain them, then they could become un-safe and not fit for purpose.	Disruption to the operational continuity of the building which may either result in the partial or full closure of the school building to ensure the health and safety of all occupants.	Oy/01/2023 Qtr 3 22/23 Review Summary: Risk reviewed in Schools SSMT. This risk has been transferred from Educations risk register to Property, Planning and Public Protection risk register however remains cross linked with Education so both services have sight. Meeting to take place as a matter of urgency with all relevant service areas to review the risk and in particular the controls and actions in place.  O7/11/2022 Review Summary: Reviewed by SSMT 07.11.22  O5/09/2022 Review Summary: Reviewed by SSMT 05.09.22  18/05/2022 Review Summary: Risk reviewed as part of of Q4 discussions	of Service  Cllr Jake Berriman  Nigel Brinn	20	16	Implement the schools asset management plan within the budget available and escalate to the Transforming Education Programme  Actively input into the HOWPS transition working group  Transforming Education Programme  Actively input into the HOWPS transition working group	Action In Progress Withdrawr

Strategic R	isk Register			Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head			Control or Action	Status
PROC0008 Wayne Welsby  Escalated From:- Powys County Council	IF the Russian invasion of Ukraine, plus, other economic pressures continue to affect the global market then this could lead to increased price variations and labour & material shortages.	Effect on capital and revenue budget which may result in: Council's ability to deliver services, meet its corporate plan objectives and manage its budget. Council 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 include, delayed or cancelled housing development reduces capacity to address homelessness and other housing needs, Delays or affordability of delivery of schools transformation, etc. Potential for businesses ceasing to operate or provide specific specialist services where alternative options are limited.	Qtr 3 22/23 Review Summary: The new Commercial Performance and Risk Board has been created and now operational and includes increased viability of supply chain risks and thus promoting actions to mitigate. 12/12/2022 Review Summary: New Commercial Performance and Risk Board Created with increased scope and control measures. 14/09/2022 Qtr 2 22/23 Review Summary: Ukraine cell continues to meet and to consider increase particularly those outside of current budget. Register of increase is maintained and is up to date as far as is known (relies upon services notifying us of any change). 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.	of Service  Clir David Thomas  Jane Thomas	15	12	New Commercial Performance and Risk Board created.  Value Engineering &/or Material substitution  Controlling costs and supply price increases.  Re-evaluate project timescales  Value engineering  Ukraine Cell Set up to report to Gold on consequences and to manage  Develop a Process for approval by \$151 officers for minimising effect of Price Increases - replaced by PROC0008/007.	Action In Progress Action In Progress Control In Place Withdrawn Withdrawn Withdrawn

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

Strategic R	isk Register			Portfolio	illilerent Residu	al Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
WO0021  Gemma Gabriel  Escalated From :- Powys County Council	IF 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	Then:  *the Council will be 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.	Qtr 3 22/23 Review Summary: The health and care partners in Powys have a multi-faceted Workforce Futures Strategic Framework is in place and being implemented, which is designed to recruit and develop the workforce needed to support the people of Powys now and for the future. As part of this it's essential that we have people with the education and skills that will be needed, which is supported by the Council's Transforming Education Programme which sets out a ten year strategy and is in the process of being implemented.  IN order to best respond to the tight UK and local labour market, a high level resourcing group has been established to ensure that the Council takes every possible step to recruit and retain the workforce needed, including growing our own staff. This group is working with the leadership team and so far has:  • piloted an easier process to apply for roles, leading to a significant increase in interest in the roles and led to 3 staff being recruited, this will be rolled out  • developed a new website with an enhanced search function to make it easier for applicants to search our vacancies  • introduced a new process to use existing vacancies as apprenticeship opportunities for people in our apprentice talent pool.  • undertaken a staff pulse survey to all staff to obtain feedback on why they chose to work at Powys, the findings from which will be used to support recruitment and retention plans.  • Are working closely with our partners (e.g. PTHB, PAVO) to identify where we can jointly address recruitment and retention challenges  • Firm plans in place for 15 social care staff under our grow one own initiative to qualify as Social Workers during 2023  • Developed a new vibrant and attractive advertising brand which will be launched early January 2023	of Service  Clir Jake Berriman  Paul Bradshaw	25	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 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  Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into 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  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 he Emergency Plan as may be required in order to facilitate the move of resources to business critical work  To internally deploy staff from non 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	Action Ir Progress Action Complete Action Complete Action Complete Action Complete Control Ir Place Control Ir Place Withdraw Wit

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
			during January 2023  And have reviewed and condensed our application form, making it easier for candidates to complete which will be launched in the new year  AS can be seen, much work has already been completed to address our recruitment needs and we have many more initiatives and improvements planned for Quarter 4 and beyond.  The Council is also working closely with PTHB and our partners to support the release of patients from hospital into reablement and care, this work will continue over the winter period and will focus on joint recruitment initiatives, joint induction and development, with a key focus on reablement.  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)  by widening our apprenticeship offer  And enabling access for carers and volunteers to statutory education packages				

trategic Ris	sk Register			Portfolio	Inherent Residual	Controls and Actions	
ef & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
				of Service			
			26/09/2022				
			Qtr 2 22/23 Risk Review: The Workforce				
			Futures Strategic Framework is in place /				
			being implemented by partners.				
			The Council's Transforming Education				
			Programme with its ten-year strategy is also being implemented.				
			To respond to the tight UK labour market, a				
			high level resourcing group has been				
			established to ensure that the Council takes				
			every possible step to recruit, retain and				
			develop the workforce needed, including				
			grow our own staff. This group will be				
			working with SLT in delivering an agreed				
			plan.				
			The Council has established an				
			apprenticeship programme in place which				
			continues to be progressed with 6 offered in				
			Q2.				
			In Social Care a much-enhanced grow our				
			own programme for the next 5 years is in				
			place and being implemented for social				
			workers				
			la addition we are windowing a second to the				
			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 people trying to access				
			employment in the sector)				
			- making use of governmental schemes				
			- 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				

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
			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 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)	of Service			

Strategic Risk Register				Portfolio	Inherent Residua	al Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
			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)				