

Strategic Risk Register

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ASC0064 Nina Davies Escalated From :- Powys County Council	IF Welsh Community Care Information System (WCCIS) is not fit for purpose, then it will impact upon service area's ability to carry out our statutory operational duties.	<ul style="list-style-type: none"> 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. 	<p>26/04/2023 Review Summary: An options report considering future options for a data management system is expected shortly. This is part of the ongoing Digital Transformation project.</p> <p>16/01/2023 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.</p> <p>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.</p> <p>11/07/2022 1st Qtr 22/23 Review Summary: An options appraisal is being finalised ready for consideration through appropriate channels.</p>	Cllr Sian Cox Nina Davies	12	12	<ul style="list-style-type: none"> Performance issues raised to Welsh Government through SBAR Monthly Contract review meetings with Supplier Internal Review Follow correct change management processes 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
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	30/03/2023 Qtr 4 22/23 Review Summary: Care home support being undertaken jointly with PTHB to identify risks Contract monitoring in place to support care home quality and early identification or risk issues Care uplift in progress - which will provide information on financial risks Direct Payment - Recommissioning project in progress and contingency plan in place A deep dive took place on the 31st March 2023 by Governance and Audit committee and a presentation given. The presentation gave fuller detail into the situation and controls in place at the end of Qtr 4, explaining and evidencing the rationale behind the current scoring with service moderation across all risks. 18/01/2023 Qtr 3 22/23 Review Summary: On behalf of service: <ul style="list-style-type: none"> 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 09/11/2022 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.	Cllr Sian Cox Nina Davies	20	12	<ul style="list-style-type: none"> 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 Action In Progress Control In Place

Strategic Risk Register				<i>Portfolio</i>	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
CS0091 Sharon Powell 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.	<p>03/04/2023 Qtr 4 22/23 Review Summary: We are continuing to recruit and develop our grown our own strategy. We track our recruitment and leaver rates monthly.</p> <p>05/01/2023 Review Summary: The managed team has ended but we have recruited some of those agency staff into our main teams. We continue to rely on agency staff due to capacity demand and lack of consistency to be able to fill vacant posts. We are recruiting 2 agency staff to permanent members of staff from January 2023.</p> <p>14/11/2022 Review Summary: Vacancies remain in key teams. We continue to rely on high-cost agency staff. Work is continuing to strengthen the existing staffing capacity to mitigate against this risk. The managed team is now on an exit strategy, but we have recruited from this team of social workers to be able to come into the service to work within the operational teams. Work is being undertaken to review our strategy for recruitment and retention. The Grow our own scheme continues and this year in November 2022, 5 NQSW have taken up vacancies within the service. The National work on pay and conditions continues. We have recently signed an agreement with ADSS Cymru to not recruit any agency social workers who have moved from other Local Authorities within a 6-month period, we have also agreed not to increase our agency social workers rates of pay.</p> <p>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.</p>	<i>Cllr Sandra Davies</i> Nina Davies			<ul style="list-style-type: none"> Agency Staff and Managed Team in both Adults and Children's Services Increase inhouse domiciliary care capacity Prioritise Adult Social services critical functions in line with business continuity planning Rota in Children's Services for Section 47 assessments 	Action In Progress Action In Progress Action Completed Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			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 -Risk of increased wildfires and their impact -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	30/03/2023 Qtr 4 22/23. Review Summary: Action towards addressing the climate and nature emergency declarations of the council are taking shape with a climate and nature transformation programme being added to the existing portfolio, increased governance, working groups and stakeholder groups being established and closer engagement between members and officers to shape the councils response. Further work is required to fully embed climate and nature into the organisation aligned to the corporate plan and the greener priority objective and to refine and clearly articulate and prioritise our resources in areas where most impact can be achieved. Prioritisation will be driven by the carbon accounts and action plans which have now been developed by service areas but more work is needed. The Council can reduce the risk through mitigation, adaptation and reducing our carbon emission, however, more evidence will be required to reduce the risk further. As well as improve our environmental wellbeing, nature recovery and biodiversity enhancement this risk rating relates to mitigation and adaptation'. Action plans are being developed by service areas but more work is needed. As the Council improves its awareness of its carbon footprint and evidence base the action required as an organisation to meet our climate and nature emergency declarations will begin to inform targeted interventions which will reduce the residual risk impact.	<i>Cllr Jackie Charlton</i> Nigel Brinn	25	20	<ul style="list-style-type: none"> • Carbon accounts reporting • Workstream Action Plans developed • Engagement with stakeholders and experts • EMT/SLT dedicated session to take place in December to focus on risk and plan strategic mitigation • Implement Powys' Climate Strategy 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action Completed Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
		to the County from Climate change impact from overseas. -Inadequate planning for unforeseen events	<p>18/01/2023 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</p> <p>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</p>					

Strategic Risk 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 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.	<ul style="list-style-type: none"> - 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 	<p>17/04/2023 Qtr 4 22/23 Review Summary: The council approved a balanced budget for 2023/24 with the inclusion of a 5% increase in Council Tax. The budget recognises the impact of increasing inflation across all services which have in the main been funded, although significant cost reductions are required to delivered within budget. The financial year for 2022/23 has now closed and the accounts are being finalised, the latest forecast based on the position at the end of February projects a surplus budget albeit with the draw down of specific reserves, as set aside last year. Work must now quickly turn to addressing the projected budget for 2024/25 and beyond.</p> <p>16/01/2023 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.</p> <p>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.</p>	Cllr David Thomas Jane Thomas	25	16	<ul style="list-style-type: none"> • Revise the Medium Term Financial Strategy • Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government • The Reimagining the Council programme will fundamentally review and reshape the Council for the future • Instruction to all services across the council to pull back on expenditure through 2022/23 to manage the projected deficit • 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 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn

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

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
HTR0018 Matthew Perry Escalated From :- Powys County Council	Impact of nature emergency on our ability to deliver services	<ul style="list-style-type: none"> 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/eradication. 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, 	<p>05/04/2023 Qtr 4 22/23 Review Summary: Section 6 report completed outlining all the achievements to improve biodiversity throughout Powys and the ongoing collaboration with our partners through Powys Local Nature Partnership. Report is Scheduled for Cabinet/EMT W/C 17th April 2023.</p> <p>17/01/2023 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</p> <p>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.</p>	<p>Cllr Jackie Charlton</p> <p>Nigel Brinn</p>	25	16	<ul style="list-style-type: none"> Delivering on our Section 6 duties Implementing the Nature Recovery Action Plan with partners 	<p>Action In Progress</p> <p>Action In Progress</p>

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
		<p>a loss of cultural values, reduced access to traditional medicines, reduced options for future drug development, and poorer mental health.</p> <ul style="list-style-type: none"> • 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. 						

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
IAWARD0009 Yvette Kottaun Escalated From :- Powys County Council	If the Council is susceptible to higher levels of fraud as people struggle with the cost of living crisis and as organised fraud take advantage of the challenging environment. This could lead to lost income revenues or increased service provision costs.	Then this could lead to lost income revenues, increased service provision costs, some schools will have escalating deficits which will have a financial impact on the rest of the Council and the learners in their care. Other consequences could be: - increased service provision costs because of lost income/reduced budget - Reputational Damage - Lost in stakeholder confidence	04/04/2023 Qtr 4 22/23 Review Summary: The fraud team are awaiting guidance from SWAP on which service areas they intend to do further fraud risk work with. Once this is established Corporate Fraud will determine their action plan of service workshops so not duplicate work and cost with SWAP. Progress has been made with 3 more service risk assessments having been completed, leaving only one outstanding. It is worth noting despite the work that has been carried out to reduce the risk probability and impact, the service are noting increased incidents of fraud, put down to the cost of living crisis and therefore the scoring remains the same. 13/03/2023 Review Summary: The risk is now live 16/01/2023 Review Summary: The fraud risk is due to be considered as as corporate fraud risk at next EMT so not become effective yet to review	<i>Cllr David Thomas</i> Jane Thomas	16	12	<ul style="list-style-type: none"> Fraud team to review fraud risks with service areas and determine action plan SWAP Undertake the remaining fraud risk assessments in 4 service areas Provide section 151 officer with fraud risk Intelligence bi-annually. regular fraud activities 	Action In Progress Action In Progress Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
							information asset and ROPA	

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
							<ul style="list-style-type: none"> • NCSC 10 Steps Actions Engagement & Training • Detection and Response Tools • Cyber Exercising 	Control In Place Control In Place Withdrawn



Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0003 Caroline Turner	IF the Council receives a negative regulatory / inspection report, then we might be found failing in meeting regulatory and legislative duties.	<ul style="list-style-type: none"> - 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 	<p>20/04/2023 Qtr 4 22/23 Review Summary: Whilst we have not received a negative regulatory report during Q4, we are conscious that during Q1 of 2023/24, Audit Wales will have published the findings of their planning review, we have an Estyn Improvement Conference and we are anticipating a Governance Review from Audit Wales. On this basis, we have increased the probability of inherent risk to Likely, however our residual risk probability remains Possible as any remedial action will be taken forward.</p> <p>16/01/2023 Qtr 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.</p> <p>Gwernyfed High School and Brecon High School are now in special measures following Estyn Inspection reports.</p> <p>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.</p> <p>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.</p> <p>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).</p>	Cllr James Gibson-Wat t Caroline Turner	12	9	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0005 Nigel Brinn	IF there is a pandemic breakout or any other ILI's (influenza like illness) resulting in increased staff absenteeism; Increase demand for services from residents; 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	<p>04/04/2023 Qtr 4 22/23. On behalf of Nigel Brinn. Risk Summary. It is now considered appropriate to deescalate this risk from the SRR on to EMTs Risk Register where it will be continued to be managed by Nigel Brinn, Executive Director for Economy and Environment. The risk will be routinely monitored via the newly formed Health Protection Team (PtHB / PCC) which will continually review ongoing advice from Public Health Wales and other such bodies. Oversight will be maintained via the Health Protection Strategic Oversight Group. The risk will then be re-evaluated in the autumn as part of the winter planning for 2023/24.</p> <p>05/01/2023 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.</p> <p>09/11/2022 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.</p> <p>15/07/2022 Review Summary: amending date to fall in line with PMQAF</p>	Cllr James Gibson-Wat t Nigel Brinn	16	9	<ul style="list-style-type: none"> • Implement Communicable Disease Outbreak Control Plan for Wales (2022) • Establish Internal Gold Group to ensure effective Buisness Continuity measures are in place • Establish effective lines of communication with residents , staff, members, schools • 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; • Commuication and engagement with schools. • Communications to residents, staff and members • Establish/Engage with structures as required in the the 'Outbreak Control Plan' • Establish/Engage with Local structures with partners to achieve effective local service delivery 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action Completed Action Completed Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0008 Nigel Brinn	IF planned power outages (rota disconnections) occurs then it may affect our ability to deliver services.	Then there will be immediate impacts on telephony, communication, ICT, fuel, transport, medical, retail, sanitation, emergency response, banking and & water distribution which will impact on our ability to deliver services. The impact will vary in severity depending upon the length of time without power (The UK Gov target for 100% restoration from 100% outage is currently (Dec 2022) 7 days therefore in theory POs can be anything from seconds to 7 days.	04/04/2023 Review Summary: Qtr 4 22/23 Risk Summary, on behalf of Nigel Brinn. The risk has been reviewed and probability reduced to 'unlikely' at present however the risk itself will remain under review by the Emergency Planning Team and the LRF. 10/03/2023 Review Summary: Rescheduling date to 1st April inline with Strategic Risk Register review.	Cllr Richard Church Nigel Brinn	15	8	<ul style="list-style-type: none"> • SLT to agree a priority list of services/people to have access to county hall and continued use of systems. • SLT to agree which services/people get access to county hall and continued use of systems. • The Council has contacted providers like EE to see what their plans are • Consider UPS at the homes of identified key officers • Property and HTR to agree a forward plan to deliver fuel to County Hall's generator if needed • Commission care providers' business continuity planning • Further electrical work at Penybont depot to ensure access to bunkered fuel supplies of diesel (to drive the generator). • Paper to SLT to initiate discussion on power outages • All services to review Business Continuity plans in relation to power outage • ICT has setup an management Whatsapp group for all team leaders • Uninterrupted power supplies on our key ICT servers monitoring their own readiness • Generator at County Hall tested on a monthly basis • SLT instructed to relocate to County Hall at first sign of a prolonged outage and activate the SLT Incident Response Guide , • Attendance (virtual) at national seminars on planning for Power Outages • Take part in major exercises scheduled to test the response to power outages. 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk 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 Gwilym Davies 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.	30/03/2023 Qtr 4 22/23 The Council is continuing to tolerate (with controls in place) as the risk is in relation to 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 has received confirmation from WG of 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. The service is currently planning and commissioning project work for school property financial year 23/24. 07/11/2022 Qtr 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	Cllr Jake Berriman Nigel Brinn	20	16	<ul style="list-style-type: none"> Monitor statutory compliance and implement remedial works and programme capital improvements to maintain service 	Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PPPP0031 Gwilym Davies 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.	30/03/2023 Qtr 4 22/23 Review Summary: This risk although sits with PPPP is cross linked with Education so both services have sight. Meeting took place as a matter of urgency with all relevant service areas to review the risk and in particular the controls and actions in place during the last Qtr. School premises critical compliance assessment is being prepared for all school and non school buildings with a view to presenting 'work in progress' document to Corporate Compliance and Strategic Property Board. Also we are completing the major improvement capital programs 22/23 including other capital grant funded schemes and a planned maintenance program to maintain and upgrade school buildings, safeguarding, external infrastructure and school facilities. This is to maintain safe operational school facilities. 09/01/2023 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. 07/11/2022 Review Summary: Reviewed by SSMT 07.11.22 05/09/2022 Review Summary: Reviewed by SSMT 05.09.22	Cllr Jake Berriman Nigel Brinn			<ul style="list-style-type: none"> 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 	Action In Progress Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PROC0008 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.	05/01/2023 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.	<i>Cllr David Thomas</i> Jane Thomas			<ul style="list-style-type: none"> • 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 S151 officers for minimising effect of Price Increases - replaced by PROC0008/007. 	Action In Progress Action In Progress Control In Place Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			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 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.	17/04/2023 Qtr 4 22/23 Review Summary: This work continues. We are seeing some impact in key roles for example in social care and environmental health. Metrics are being developed which will be used in future reports to review and measure risk.	Cllr Jake Berriman Paul Bradshaw	25	16	<ul style="list-style-type: none"> • Telehealth and telecare • Developing a health and care workforce for the future • Ensure a robust and effective Apprenticeship programme • Formal partnership with the Open University and secondment of students • Improving the skills and employability of young people and adults • Recruitment and Retention working group delivery • increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches • Support communities to be able to do more for themselves and reduce demand on public services • Promoting Powys as a place to live, visit and do business • 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/l • 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 • 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 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 • To further develop the Council's recruitment practice, site and campaigns to best promote employment opportunities • Improving skills and supporting people to get good quality jobs • Improving education attainment of all pupils • Consideration of a joint bank of staff available to maintain staffing levels and reduce risk • Build better connections with Powys schools & universities within Wales & just across the border in order to attract students 	Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>23/12/2022</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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 • We have a - New Year, New Job recruitment campaign ready to launch 					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>during January 2023</p> <ul style="list-style-type: none"> And have reviewed and condensed our application form, making it easier for candidates to complete which will be launched in the new year <p>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.</p> <p>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.</p> <p>IN addition we are widening access to the health and care sector in Powys by / through:</p> <ul style="list-style-type: none"> 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 					

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>26/09/2022</p> <p>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.</p> <p>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.</p> <p>The Council has established an apprenticeship programme in place which continues to be progressed with 6 offered in Q2.</p> <p>In Social Care a much-enhanced grow our own programme for the next 5 years is in place and being implemented for social workers</p> <p>In addition, we are widening access to the health and care sector in Powys by / through:</p> <ul style="list-style-type: none"> - 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 Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
			<p>01/07/2022</p> <p>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.</p> <p>In Social Care a much enhanced grow our own programme for the next 5 years is in place and being implemented for social workers</p> <p>In addition we are widening access to the health and care sector in Powys by / through:</p> <ul style="list-style-type: none"> - 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) 					