

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 | WCCIS Unreliability - IF the unreliability of WCCIS is not resolved THEN | Veracity of decision making around adults and children in Powys will be compromised, leading to poor outcomes <ul style="list-style-type: none"> The safeguarding of children and adults in Powys will be compromised There will be significant delays in securing time critical packages of care Our ability to manage transfers of people from hospital to the community will be compromised We will not be able to respond effectively to out of hours emergencies There will be delays in making decision and taking action to keep children safe Staff morale will be affected further, leading to increased sickness absence and staff leaving Increased reputational damage to the council and negative impact on our ability to recruit and retain social workers | 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. 29/12/2021 Review Summary: Independent review and options appraisal of current system has now been completed. HoS for Children's, Adults and Corporate Director meeting with Digital Services in January 2022 to discuss next steps. 29/09/2021 Qtr 2 21/22 Review Summary: Performance has become less unsatisfactory since last review. Awaiting findings of independent review of current system to determine what future client management system will be used. | 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 | Action In Progress Action In Progress Action In Progress Control In Place |

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| ASC0066 Dylan Owen Escalated From :- Powys County Council | <p>Risk of social care provider failure. Risk of care homes, domiciliary care providers, supported living providers and others becoming unsustainable for human and financial resource challenges. This is multifactorial with the main reason being the wider impact of the pandemic. There is a risk of harm to residents in having to be moved or having care provider unavailability; financial risk to residents, Council and local economy; risk of reputational damage.</p> <p>People Plus (the contracted Direct Payment Support Scheme provider) is experiencing difficulties in recruiting and retaining staff to undertake their work of administering payroll and invoice payments on behalf of Powys County Council. This is leaving some care staff unpaid occasionally, but is being managed. However, there is</p> | <p>Risk of care services becoming unviable and not sustainable, resulting in requirement to support residents to access different services/care homes etc.</p> <p>Risk of care staff not being paid.</p> | <p>15/07/2022 Review Summary: Amending 3 month review to fall in line with PMQAF timetable.</p> <p>09/05/2022 1st Qtr 22/23 Review Summary: The risk continues. There have been recent instances where care providers have closed at short notice.</p> <p>07/03/2022 4th Qtr 121/22 Review Summary: The risk continues. However, work is ongoing with care providers in order to ensure that financial fee uplifts for 2022/23 onward are suitable and support sustainability.</p> <p>01/12/2021 Review Summary: This risk continues. The new variants cause concern and the care homes and care providers are experiencing the ongoing challenges.</p> | Cllr Sian Cox Nina Davies | | <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 | |

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| | a significant risk of increased failure and a large number of care staff not being paid appropriately. | | | | | | | |

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| CS0081 Jan Coles Escalated From :- Powys County Council | BUDGET: If Children's Services are unable to manage within budget due to: - Market sufficiency for children's placements - Reliance on agency social workers - Inflationary costs and management of pressures - Surge in demand due to COVID-19 - Ending of grant funding | Then this will have implications for the whole Council: - Unable to meet statutory duties - Leaving service users at risk - Reputational damage to the Authority - Unable to manage within financial envelope | 12/07/2022 1st Qtr 22/23 Review Summary: Recovery and exit strategy is on going and looking to reshape existing capacity and reduce the need for agency social workers. The grow our own strategy continues to scale up with 5 students qualifying this summer. Review of the IDS service is taking place and will develop the strategies in respect of continuing care. 07/07/2022 Review Summary: admin 25/04/2022 Review Summary: End of the financial year, out turn is an overspend of £57,000 for Children's Services. This is largely due to accessing additional Grant funding but much more positive forecast than previously thought. 11/01/2022 Review Summary: No change from previous review. | <i>Cllr Susan McNicholas</i> Nina Davies | 12 | 9 | <ul style="list-style-type: none"> • Ensure Continuing Care for Children and Young People protocol being applied correctly and consistently • Ensure market within Powys is sufficient to meet demand • Make best use of Welsh Government Funding and other available resources • Work to reduce reliance on agency social workers • Integrated budget planning • Develop early intervention and prevention services in order to mitigate demand on longer term services • Ability to meet the requirements of the MTFS / Retaining grant funding around posts within Children's Services • Work with service providers to limit impact of supreme court legal judgement | <ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action In Progress Control In Place Control In Place Withdrawn Withdrawn |

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| ED0022 Lynette Lovell Escalated From :- Powys County Council | The council will be unable to manage the schools' budget without ongoing adjustments to the distribution formula and improving financial management. If they are unable to manage the budget, there will be a significant compromise to the quality of education for Powys learners. | Some schools will have escalating deficits which will have a financial impact on the rest of the Council and the learners in their care. | <p>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.</p> <p>18/05/2022 Review Summary: Qtr 4 2021-22:</p> <p>Primary: The forecast contribution from reserves for the Primary Sector is currently £505k which has reduced by £107k since last month.</p> <p>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.</p> <p>All Through: The all age sector has a forecast contribution to reserves of £145k which has increased by £62k since last month.</p> <p>Special: The special sector has a £102k forecast contribution to reserves. This has decreased by £29k since last month.</p> <p>Surgery sessions are ongoing with all schools and school budget positions are being effectively monitored and issues are being escalated quickly by officers.</p> <p>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.</p> | <p>Clr Pete Roberts</p> <p>Lynette Lovell</p> | 12 | 9 | <ul style="list-style-type: none"> Progress Funding Formula review. Effective use of the Scheme for Financing Schools Implementation of R5 in the PIAP PIAP | <p>Action In Progress</p> <p>Action In Progress</p> <p>Action Completed</p> <p>Action Completed</p> |

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| | | | <p>12/04/2022 Qtr 4 2021-22 Review Summary:</p> <p>Primary: The forecast contribution from reserves for the Primary Sector is currently £505k which has reduced by £107k since last month.</p> <p>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.</p> <p>All Through: The all age sector has a forecast contribution to reserves of £145k which has increased by £62k since last month.</p> <p>Special: The special sector has a £102k forecast contribution to reserves. This has decreased by £29k since last month.</p> <p>Surgery sessions are ongoing with all schools and school budget positions are being effectively monitored and issues are being escalated quickly by officers.</p> <p>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.</p> | | | | | |

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| | | | <p>21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting</p> <p>Qtr 3 2021/22 Review Summary:</p> <p>Schools submitted their approved budgets to the Authority on 1st May 21. Budget plans have now been reviewed by the Chief Education officer and the Section 151 officer and actions following that review are in progress and a report went to Cabinet on the 13th July 21. Officers continue to work with Schools in deficit to bring budget plans back to a balanced in year position.</p> <p>Primary: The forecast contribution from reserves for the Primary Sector is currently £612k which has reduced by £54k since last month.</p> <p>Secondary: The Secondary sector has a forecast call on reserves currently of £285k. This has decreased by £41k since last month. Officers have been working effectively with the Secondary sector and as a result there is a reduction in deficit balances.</p> <p>All Through: The all-age sector has a forecast contribution to reserves of £83k which has decreased by £11k since last month.</p> <p>Special: The special sector has a £131k forecast contribution to reserves. This has increased by £1k since last month.</p> <p>We have seen a reduction in the call on the schools ring-fenced reserves and schools are working effectively with Finance and School Improvement Advisors to improve the forecasted outturn position. Surgery sessions have been held with all schools throughout the Autumn term. Schools budget positions are being effectively monitored and issues are being escalated quickly by officers. Powys County Council have received a substantial amount of Education grant</p> | | | | | |

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| | | | <p>funding into the Authority at the end of quarter 3 to be spent by the end of the financial year. This may have a positive impact on the Schools' delegated outturn position for 2021-22.</p> | | | | | |

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| HO0024 Andy Thompson Escalated From :- Powys County Council | Failing to meet all applicable statutory requirements providing for the health and safety of the occupants in Powys County Council Housing Stock . | <ul style="list-style-type: none"> Increased risk of death & serious injury. Reputational risk. Failure to support well-being and peace of mind of residents and tenants | <p>15/07/2022 Review Summary: 1st Qtr 22/23 - 07.07.22: The Housing Service has a robust process to follow and court injunctions are served if required to gain access to properties where it has not been possible to visit to undertake the required services. This key indicator is expected to see improvements over the coming quarters as engineers are recruited to the service and the non-access process is pursued with vigour.</p> <p>27/04/2022 Review Summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board Welsh Government have stated that significant progress has been made, however, meetings continue on a bi-monthly basis to ensure progress continues. Also as part of the Moving on Up housing restructure a permanent compliance team has been added so the Compliance One Hundred project can continue and standards can be maintained. All officers are in post.</p> <p>04/10/2021 Qtr 2 21/22 Review Summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board Welsh Government have stated that significant progress has been made, however, meetings continue on a bi-monthly basis to ensure progress continues. Key focus remains with the Compliance On Hundred Team and staff contracts have been extended until December 2021. Also as part of the Moving on Up housing restructure a permanent compliance team has been added so the Compliance One Hundred project can continue and standards can be maintained.</p> | Cllr Matthew Dorrance Nina Davies | | | <ul style="list-style-type: none"> Continued delivery of Compliance One Hundred project to drive up compliance and quality assurance with clear focus on... Fire Safety; Asbestos Management; Fixed Electrical Installations; LOLER; Water Systems; Heating Systems. | Action In Progress Action In Progress |

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| | | | <p>05/07/2021 1st Qtr 2021/22. Review Summary: The Compliance One Hundred Team manage each element of compliance for the Housing Service and report on a monthly basis to the Housing Compliance Project Board and Housing Services Improvement Board. Welsh Government have stated that significant progress has been made, however, meetings continue on a bi-monthly basis to ensure progress continues. Key focus remains with the Compliance On Hundred Team and staff contracts have been extended until December 2021.</p> | | | | | |

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| HTR0016 Matthew Perry Escalated From :- Powys County Council | Shortage of lorry and bus drivers | Unable to deliver statutory service e.g. Waste and recycling, domestic and commercial collections, school transport and the knock on effect on delivering highways maintenance ie flooding and winter maintenance, hedge cutting, potholes. increase complaints | <p>15/07/2022 1st Qtr 22/23 Review Summary: The initial shortage of lorry and bus drivers has been managed successfully and is now at a level the service can manage the risk and the supporting risk controls, through their own service risk register.</p> <p>10/04/2022 Qtr 4 21/22 Review Summary: This is still an high risk, but services are managing at present.</p> <p>21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting</p> | <p><i>Cllr Jackie Charlton</i></p> <p>Nigel Brinn</p> | 12 | 9 | <ul style="list-style-type: none"> Consider retention bonus for existing drivers and market supplement for new drivers Recruitment of drivers and upskilling of existing staff Pay staff for accrued holidays Prioritise services and pay over time Prioritise transport routes and pay over time Investigate temporarily amending drivers contracts to enable them to drive the full legal requirement of 10 hours a day Redeployment of Highways drivers | <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Control In Place</p> |

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| | | | | | | | <ul style="list-style-type: none"> • Cyber Security Certification • Staff Training • Detection and Response Tools | Control In Place Control In Place Control In Place |

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| PCC0003 Caroline Turner | The council receives a negative regulatory / inspection report | <ul style="list-style-type: none"> - Meeting regulatory and legislative duties - Ability to provide a good quality of service to service users - Managing demand on the service - Recruitment and retention of staff - Staff morale - Reputational damage | <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> <p>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.</p> <p>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.</p> <p>21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting</p> <p>21/10/2021 Review Summary: HIW / CIW will be undertaking an inspection of Mental Health services in December.</p> <p>Estyn Monitoring Visit was held in October and we are awaiting their report.</p> | Cllr James Gibson-Wat Caroline Turner | 9 | 6 | <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 |

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| PCC0005 Nigel Brinn | The impact to Powys residents, services and Council staff as a result of a COVID-19 (Coronavirus) epidemic | Increased staff absenteeism; Increase demand for services from residents Increased workload for council staff as a result of staff absence and increased service demand Closure of Council premises resulting in reduced services to residents and office accommodation | <p>15/07/2022 Review Summary: amending date to fall in line with PMQAF</p> <p>08/07/2022 1st Qtr 22/23 Review Summary: Cases continue to impact the community and a reduced TTP team continue to trace the vulnerable and Health and Social Care. This risk will remain on the register whilst we monitor the impact over the Autumn/Winter 2022/2023</p> <p>27/05/2022 Review Summary: Case numbers have significantly reduced on the CRM but there is still evidence of cases within the Community. Due to the vaccine, these cases are not impacting the Council as they were at the beginning of the Pandemic. This case will remain on the register whilst we monitor the impact over the Autumn/Winter 2022/2023</p> <p>12/05/2022 Review Summary: Gold command meetings were stood down on 30th April 2022. Covid is still evident in our community but due to a reduction in testing, numbers coming through the CRM have dropped and the impact Covid is having on our communities, schools and workforce has reduced. Covid does still pose a risk for PCC so this risk is still current. We are unsure what will happen going forward and need to get through the Autumn before we have a clear picture.</p> | Cllr James Gibson-Wat t Nigel Brinn | 16 | 9 | <ul style="list-style-type: none"> 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 | <p>Action Completed</p> <p>Action Completed</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> |

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| | | | <p>12/10/2021</p> <p>Qtr 2 21/22 Review Summary: We are carefully monitoring the potential for prices increases in procurement and have asked (via S151 Officer) that all services notify us of any which are potentially affecting contract prices for any ongoing arrangement above and beyond the terms of the contract and the inflationary indices within. There are some supply issues emerging such as purchase of vehicles and plant (long lead times) and some construction materials (rationed supply) which will need careful monitoring and oversight.</p> <p>Prices are increasing within the market for key commodities such as to timber steels concrete and key construction products as well as Fuel/ Food and many other products. Discuss with Section 151 Officer of how these can be approved and linked to current indices so we don't overpay but also reflect increase or avoid effects within budgets(e.g substitution reduce service etc)</p> | | | | | |

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| | | | <p>01/04/2022</p> <p>Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented.</p> <p>The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented.</p> <p>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).</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) | | | | | |

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| | | | <p>12/01/2022</p> <p>Qtr 4 21/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic In Children's Services an enhanced grow our own programme is in place and being implemented for social workers</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"> - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - the Kickstart programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work placement) - Apprenticeships – widening the apprenticeship offer in Social care 5 additional post in this financial year - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework and Health clinical induction framework) | | | | | |

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| | | | <p>04/10/2021</p> <p>2nd Qtr 21/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic</p> <p>In Children's Services a grow your own programme is in place and continues to be 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"> - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - the Kickstart programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work placement) - Apprenticeships – widening the apprenticeship offer in Social care 5 additional post in this financial year - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework and Health clinical induction framework) | | | | | |