Strategic Risk Register

Strategic Ri	isk Register			Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
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 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.	O3/10/2022 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. 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.	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 I Progres Action I Progres Control Place

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
ASC0066 Rachel Evans Escalated From :- Powys County Council	Risk of Social Care provider failure. Risk of care homes, domiciliary care providers, supported living providers and others becoming unsustainable for human and financial resource challenges	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	O9/11/2022 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. 09/05/2022 1st Qtr 22/23 Review Summary: The risk continues. There have been recent instances where care providers have closed at short notice. 07/03/2022 4th Qtr 121/22 Review Summary: The risk continues. However, work is ongoing with care providers in order to ensure that financial fee uplifts for 2022/23 onward are suitable and support sustainability.		20 16	Direct Payment Support Scheme Care Home Support Care Home Staffing and Resilience Review Joint Support for Residents and Care Homes	Action Ir Progress Action Ir Progress Control I Place

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CS0081 Sharon Powell 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	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 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.	Cllr Susan McNicholas Nina Davies	12	9	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 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 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.	Otr 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.	Cllr Pete Roberts Lynette Lovell	20 16	Progress Funding Formula review. Effective use of the Scheme for Financing Schools Implementation of R5 in the PIAP PIAP	Action In Progress Action In Progress Action Completed Action Completed

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
	1			of Service			
			18/05/2022				
			Review Summary: Qtr 4 2021-22:				
			Discount The Constant of the Constant				
			Primary: The forecast contribution from				
			reserves for the Primary Sector is currently				
			£505k which has reduced by £107k since				
			last month.				
			Secondary: The Secondary sector has a				
			forecast contribution to reserves currently of				
			£17k. This has increased by £302k since				
			last month. Officers have been working				
			effectively with the Secondary sector and as				
			a result there is a reduction in deficit				
			balances.				
			balances.				
			All Through: The all age sector has a				
			forecast contribution to reserves of £145k				
			which has increased by £62k since last				
			month.				
			Special: The special sector has a £102k				
			forecast contribution to reserves. This has				
			decreased by £29k since last month.				
			Surgery sessions are ongoing with all				
			schools and school budget positions are				
			being effectively monitored and issues are				
			being escalated quickly by officers.				
			Powys County Council have received a				
			substantial amount of Education grant				
			funding into the Authority during the Spring				
			Term to be spent by the end of the financial				
			year. This may have a positive impact on				
			the schools' delegated outturn position for				
			2021-22.				
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Strategic Ri	sk Register			Portfolio	Inherent Residua	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
	1		1	of Service			
			12/04/2022				
			Qtr 4 2021-22 Review Summary:				
			Deignam v. Tha fare and a settlibution from				
			Primary: The forecast contribution from				
			reserves for the Primary Sector is currently				
			£505k which has reduced by £107k since				
			last month.				
			Consider to The Consider to set the body				
			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 are academic as				
			All Through: The all age sector has a				
			forecast contribution to reserves of £145k				
			which has increased by £62k since last				
			month.				
			Consider The consideration has a C400b				
			Special: The special sector has a £102k				
			forecast contribution to reserves. This has				
			decreased by £29k since last month.				
			Command and an area are suited all				
			Surgery sessions are ongoing with all				
			schools and school budget positions are				
			being effectively monitored and issues are				
			being escalated quickly by officers.				
			Dougle County Council have received 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	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head			Control or Action	Status
EDR0011	Impact of Climate on our ability to	-Exceeding acceptable CO2 emissions	10/11/2022 Qtr 2 22/23 Review Summary: No change,	of Service Cllr Jackie Charlton	25	16	Carbon accounts reporting	Action In
Diane Reynolds	deliver services	-Increasing demand on flood alleviation and	progress has been made through the further development of the climate workstream	Onumen			Implement Powys' Climate Strategy	Progress Action In
Reynolds		response (including	plans and the analysis of our carbon	Nigel				Progress
		increase demand on resources)	accounts	Brinn			Engagement with stakeholders and experts	Action In Progress
Escalated From :-		-Increased emissions					Workstream Action Plans developed	Action In
Powys		due to depletion of					·	Progress
Powys County Council		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					EMT/SLT dedicated session to take place in December to focus on risk and plan strategic mitigation	Action In Progress
		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						

Strategic Ri	sk Register			Portfolio	Inherent Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
		from overseasInadequate planning for unforeseen events		OI GELVICE			
		dinoreseen events					

Strategic Ri	isk Register			Portfolio	Inherent R	esidual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
FIN0001 Jane Thomas Escalated From:- Powys County Council	The Council is unable to deliver a financially sustainable budget over the short and medium term. The continued impact of Covid coupled with the more recent events around rising inflation, energy costs and the situation in Ukraine impacting on supply chains and prices all increase the risk on the Council financial resilience.	- The Council is unable to fulfil its legal obligation in setting a balanced budget - The Council will not be financially resilient or sustainable - Council reputation damaged - Inability to fulfil our statutory obligations - Inability to deliver the Council objectives	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. 04/04/2022 4th Qtr 21/22 Review Summary: The council has approved the revenue budget for 2022/23 and the financial position for the new year will be monitored through the existing reporting mechanisms. EMT will begin reviewing the 5 year budget plan in April to address the ongoing budget gap for the next few years. Indicative funding settlements for the next 2 years do provide some certainty but we cannot underestimate the challenge that still remains. Rising inflation, energy costs and supply chain issues arising from the war in Ukraine will provide further challenge during 2022/23. 21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting	Cllr David Thomas Jane Thomas	25	16	Revise the Medium Term Financial Strategy Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government 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	Action In Progress Action In Progress Action In Progress Action Complete Action Complete Control Ir Place Withdrawl

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
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,	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.	of Service 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	
Ref & Owner R	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
		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			

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

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

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
				0.0011100		Cyber Security Certification	Control In
						Staff Training	Place Control In
							Place
						Detection and Response Tools	Control In Place

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
PCC0003 Caroline Turner	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	- 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/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. 21/01/2022 Review Summary: Decision taken by EMT and gold command to stand down on qtr 3 21/22 reporting	Cllr James Gibson-Wat t Caroline Turner	9	6	Monitoring improvements within key Services to be undertaken by Cabinet, with Scrutiny undertaking a challenge role Monitoring key recommendations through the Corporate Regulatory Tracker Improvement Board for HTR Improvements to be identified and undertaken by each Service, and captured as part of their Integrated Business Plans & progress Communications strategy (internal/external) Maintain close working relationships with all Inspectorates and Regulators as well as Welsh Government Corporate support provided to all Services	Control In Place

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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	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 08/07/2022 1st Qtr 22/23 Review Summary: Cases continue to impact the community and a reduced TTP team continue to trace the vulnerable and Health and Social Care. This risk will remain on the register whilst we monitor the impact over the Autumn/Winter 2022/2023 27/05/2022 Review Summary: Case numbers have		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 Completed Action Completed Control In Place
			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					

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PROC0008 Wayne Welsby Escalated From:- Powys County Council	Russian Invasion of Ukraine and Other Market Pressures leading to Increased risks of price variations and labour & material shortage caused by rising inflation.	Effect on capital and revenue budget but mainly affecting supplies of materials relating to any contract or project. Unable to deliver statutory and non statutory services which could result in a backlog of work, reputational damaged, quality of buildings and knock-on consequences. Examples of a key consequence: delayed or cancelled housing development reduces capacity to address homelessness and other housing needs, Delays or affordability of delivery of schools transformation etc	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. 13/04/2022 Qtr 4 21/22 Review Summary: A Ukraine/ Price Volatility Cell has been set up with terms of reference. Proformas to identify pressure has been drafted and to consider effects on budgets. The group will meet fortnightly in the first instance to address any which impact on front line service delivery and to report to EMT/Gold as required 22/12/2021 Review Summary: This risk still being monitored and managed where requests for increase being made. Commercial Services is advising services when required to minimise effect and consider company pressures against inflationary indices. The overall effect is minimal but in light of increases on tendered costs and so will be continually monitored.	Clir David Thomas Jane Thomas	15	12	Material substitution Develop a Process for approval by S151 officers for minimising effect of Price Increases Value engineering Ukraine Cell Set up to report to Gold on consequences and to manage Re-evaluate project timescales	Action In Progress Action In Progress Control In Place Control In Place Withdrawn

Strategic R	isk Register			Portfolio	mmerent Kesidual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head		Control or Action	Status
WO0021 Paul Bradshaw 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	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 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 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	of Service Cllr Jake Berriman Paul Bradshaw	25 16	 increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches Telehealth and telecare 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 Conduct research to understand the workforce profile in health and social care Developing a health and care workforce for the future Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications t Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care Formal partnership with the Open University and secondment of students 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/l To maintain rolling adverts for key staff and to link the adverts to relevant sites l 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 Improving education attainment of all pupils Consideration of a joint bank of staff available to maintain staffling levels and reduce risk Build better connections wi	Action In Progress Action Complete Action Complete Action Complete Action Complete Action Complete Control Ir Place Control Ir Place Withdraw

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

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
			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)	of Service			

Strategic Risk R	legister			Portfolio	Inherent Residual	Controls and Actions	
Ref & Owner Ris	sk Identified	Potential Consequence	Last Reviews	Director or Head of Service		Control or Action	Status
			Qtr 4 21/22 Review Summary: The Workforce Futures Strategic Framework is in place and is being implemented. The Council's Transforming Education Programme which sets out a ten year strategy is also being implemented. The Council has established an apprenticeship programme which is being progressed albeit progress has been adversely impacted to a degree by the COVID19 pandemic In Children's Services an enhanced grow our own programme is in place and being implemented for social workers In addition we are widening access to the health and care sector in Powys by / through: - the Arwain Employability skills hub project (NPTC delivering employability skills training to a range of groups including staff currently within the health and care system, carers, volunteers and new staff trying to access employment in the sector) - the Kickstart programme (government initiative to provide work experience to 16-24 years through a 6 month fully supported work placement) - Apprenticeships — widening the apprenticeship offer in Social care 5 additional post in this financial year - Access for carers and volunteers to statutory education packages (NHS E-learning) to start a foundation of learning pre-employment - Exploring a health and social care induction framework that provides the foundation skills for Health Care Support Workers coming into the sector (programme aligned to the SCW induction framework)				