

## 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<br><br>Nina Davies<br><br>Escalated From :-<br>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"> <li>Veracity of decision making around adults and children in Powys could be compromised, leading to poor outcomes</li> <li>The safeguarding of children and adults in Powys could be compromised</li> <li>There could be significant delays in securing time critical packages of care</li> <li>Our ability to manage transfers of people from hospital to the community could be compromised</li> <li>We may not be able to respond effectively to out of hours emergencies</li> <li>There may be delays in making decisions and taking action to keep children safe</li> <li>Staff morale could be affected, leading to increased sickness absence and staff leaving</li> <li>Potential for reputational damage to the council and negative impact on our ability to recruit and retain social workers.</li> <li>Additional financial pressure due to not being able to utilise all staff/agency staff efficiently while the system is down</li> </ul> | <p><b>19/10/2023</b><br/>Qtr 2 23/24 Review Summary: WG announcement made with regards to future plans regarding a national system. Options Paper updated and currently being considered by Directors (end of October 23). A recommendation on a way forward is expected in November.</p> <p><b>24/07/2023</b><br/>Qtr 1 23/24 Review Summary: The Council have yet to receive the options appraisal as currently waiting on decisions by Welsh Government to inform next steps.</p> <p>The risk profile has been increased due to WCCIS being consistently not available recently due to issues with WCCIS and the VPN system, this created a risk particularly within the Front Door for Children's Services where children's files were not able to be processed in a timely manner due to no system being available. This resulted in a significant backlog of information to be processed creating delay in responses for children and their families.</p> <p><b>26/04/2023</b><br/>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><b>16/01/2023</b><br/>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> | Cllr Sian Cox<br><br>Nina Davies | 12       | 20       | <ul style="list-style-type: none"> <li>Performance issues raised to Welsh Government through SBAR</li> <li>Follow correct change management processes</li> <li>Monthly Contract review meetings with Supplier</li> <li>Internal Review</li> <li>Admin support to update records after down time</li> </ul> | <ul style="list-style-type: none"> <li>Action In Progress</li> <li>Action In Progress</li> <li>Action In Progress</li> <li>Action Completed</li> <li>Control In Place</li> </ul> |

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| ASC0066<br><br>Rachel Evans<br><br><br>Escalated<br>From :-<br>Powys<br>County<br>Council | IF a Social Care provider(s) fail THEN the pressure on care homes, domiciliary care providers, supported living and other providers 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.<br>Potential of care staff not being paid.<br>Potential of harm to residents in having to be moved or having care provider unavailability.<br>Potential of financial implications to residents, Council and local economy.<br>Potential of reputational damage.<br>Potential of increased failure and a large number of care staff not being paid appropriately | <b>17/10/2023</b><br>Qtr 2 2023/24 Review Summary: Additional contract monitoring is now in place. One home is subjected to provider performance measures and the escalated contract monitoring process has been initiated as a precautioned measure. Contingency planning for provider failure in this instance has been under taken.<br><b>17/07/2023</b><br>Qtr 1 23/24 Review Summary: Care home support continues. Additional contract monitoring capacity has been agreed which will add further support to care homes<br><b>30/03/2023</b><br>Qtr 4 22/23 Review Summary: Care home support being undertaken jointly with PTHB to identify risks<br>Contract monitoring in place to support care home quality and early identification or risk issues<br>Care uplift in progress - which will provide information on financial risks<br>Direct Payment - Recommissioning project in progress and contingency plan in place<br>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.<br><b>18/01/2023</b><br>Qtr 3 22/23 Review Summary: On behalf of service: <ul style="list-style-type: none"> <li>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</li> <li>Additional contract monitoring capacity in place to support care homes</li> <li>Rapid Action Plan developed in conjunction with PTHB</li> <li>Contingency and focused support around direct payments commissioning</li> <li>Increase in travel mileage rate for domiciliary care workforce</li> <li>Commissioning exploring sustainable new models</li> </ul> | Cllr Sian Cox<br><br><br>Nina Davies |          | <ul style="list-style-type: none"> <li>Care Home Staffing and Resilience Review</li> <li>Direct Payment Support Scheme</li> <li>Care Home Support</li> <li>Joint Support for Residents and Care Homes</li> </ul> | Action In Progress<br><br>Action In Progress<br><br>Action In Progress<br><br>Control In Place |        |

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| ASC0071<br><br>Sharon Frewin<br><br><b>Escalated From</b> :-<br>Powys County Council | If there is insufficient capacity to respond to the longer term demand in ADULTS' services in timely manner | Then the Local Authority will be unable to discharge its statutory duty, safeguard adults, maintain the resilience of the workforce and delivery on transformation<br><br>then citizens may be at risk of harm:<br>- because they would not have their needs met and be at risk of deconditioning<br>- Quality of services may reduce<br>- Fined<br>- Failure to listen to citizens' views<br>- Unpaid carers may fail to provide care resulting in requirement for LA provision<br>- Untrained staff may provide service users at risk<br>- Individuals who lack capacity may be deprived of liberty without authority<br>- More people may become unwell due to COVID-19<br>- Increased complaints | <b>03/10/2023</b><br>Qtr 2 23/24 Review Summary: Risk still remains high despite progress being made against reducing outstanding assessments and reviews. Work is ongoing to review operational procedures to maximise efficiently way of working in order to be sustainable in moving forward. We continue to see increased demand and complexity in presentation of needs.<br><br><b>30/06/2023</b><br>Qtr 1 23/24 Review Summary: This risk has been reviewed Senior Management Team. The risk remains high even though extra resources have been allocated in order to meet statutory requirements with the service. The service needs to be sustainable going forward. | Cllr Sian Cox<br><br><br><br><b>Nina Davies</b> |          |          | <ul style="list-style-type: none"> <li>Agency Staff and reconfiguring exsiting resources</li> <li>Increase inhouse domiciliary care capacity</li> <li>Ensuring there are sufficient well being responses in place</li> </ul> | Action In Progress<br><br>Action In Progress<br><br>Control In Place |

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|                         |                 | to the County from Climate change impact from overseas.<br>-Inadequate planning for unforeseen events | <p>member working groups, the approach will review each of the recommended priority areas from Dr Alan Netherwood and consider what actions are required to be taken forward, where the action should be managed, and the suggested timeline and cost for implementation.</p> <p><b>06/07/2023</b></p> <p>Qtr 1 23/24 Review Summary: No change however progress has been made with some of the controls.</p> <p>- Climate action plans for Mobility &amp; Transport, Sustainable Procurement, Buildings and Land, Energy and Governance continue to be refined. Action plan leads have been tasked to cost action plans to coincide with forthcoming budget setting timescales and to inform future business case proposals to transformation delivery board which identifies the costs and resource requirements alongside potential return of investment.</p> <p>-Climate and Nature event took place on 14th June as part of this ongoing control</p> |                             |          |          |                      |        |

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|                         |                 |                       | <p><b>30/03/2023</b></p> <p>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.</p> <p>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.</p> |                             |          |          |                      |        |

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|                         |                 |                       | <p><b>18/01/2023</b></p> <p>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> |                             |          |          |                      |        |

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| FIN0001<br><br>Jane Thomas<br><br><b>Escalated From</b> :- 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"> <li>- The Council is unable to fulfil its legal obligation in setting a balanced budget</li> <li>- The Council will not be financially resilient or sustainable</li> <li>- Council reputation damaged</li> <li>- Inability to fulfil our statutory obligations</li> <li>- Inability to deliver the Council objectives</li> </ul> | <p><b>23/10/2023</b><br/>Qtr 2 23/24 Review Summary: The outturn for 2022/23 was extremely welcome and we used the funding opportunities provided to set up a specific reserve to support the likely pay award pressures and capital financing which will be required in this and future years. Quarter 1 projected an underspend for 2023/24 with limited draw on the risk budget to date. This budget helps to manage financial risk during the year and use becomes more likely as the year progresses. Cabinet received a report in September that revised the assumptions in the MTFS which increased the projected budget gap across the 5 years. Work has intensified in recent weeks in developing the budget proposal to bridge the gap both for 2024/25 and future years. Discussions continue at a national level through the WLGA and Welsh Treasurers with Welsh Government</p> <p><b>04/07/2023</b><br/>Qtr 1 23/24 Review Summary: The final outturn 2022/23 reports a net underspend, after contributions to specific reserves, of £6.7 million against the £221.9 million budget a 3.0% variance (excluding Schools and the Housing Revenue Account). This position will release one off funding to support the increasing pressure already facing the 2023/24 revenue budget particularly that relating to teachers and staff pay as pay award negotiations create unfunded pressure in next financial year. This goes some way to de-risk the Councils financial position in the short term but does not reduce the ongoing base budget pressure that continues to create a gap in our budget plans for next year and future years. The Sustainable Powys programme will seek to identify the opportunities to reduce council spend in order to bridge the budget gap over the next few years.</p> | <p><i>Cllr David Thomas</i></p> <p><b>Jane Thomas</b></p> | 25       | 16       | <ul style="list-style-type: none"> <li>• Revise the Medium Term Financial Strategy</li> <li>• Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government</li> <li>• The Reimagining the Council programme will fundamentally review and reshape the Council for the future</li> <li>• Instruction to all services across the council to pull back on expenditure through 2022/23 to manage the projected deficit</li> <li>• Service Integrated Business Plans will be reviewed and refreshed</li> <li>• Keen focus on procurement issues - sharing information and knowledge across the LA/WLGA network</li> <li>• WG claims for Hardship and lost income continue and expect to remain in place til march 2021</li> <li>• Cell in place to monitor rising costs, supply chain issues and sharing of information across the Council</li> <li>• Regularly monitor and review the financial position on monthly basis.</li> <li>• Cost Recovery work</li> <li>• 3rd party spend reduction</li> <li>• Income Generation</li> <li>• Monthly reports to cabinet and Management Team on budget progress and progress on savings</li> <li>• Budget Challenge Events</li> <li>• Moved to a 3 year balanced budget</li> <li>• Reassessment of the activities of the Council through the Recovery Coordination Group</li> <li>• Review budget position at end of first quarter and consider changes to the 2020/21 budget</li> </ul> | <ul style="list-style-type: none"> <li>Action In Progress</li> <li>Action In Progress</li> <li>Action In Progress</li> <li>Action Completed</li> <li>Action Completed</li> <li>Action Completed</li> <li>Action Completed</li> <li>Control In Place</li> <li>Control In Place</li> <li>Withdrawn</li> <li>Withdrawn</li> <li>Withdrawn</li> <li>Withdrawn</li> <li>Withdrawn</li> <li>Withdrawn</li> <li>Withdrawn</li> </ul> |

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|                         |                 |                       | <p><b>17/04/2023</b><br/>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><b>16/01/2023</b><br/>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> |                             |          |          |                      |        |

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| HTR0018<br><br>Matthew Perry<br><br>Escalated From :- Powys County Council | Impact of nature emergency on our ability to deliver services | <ul style="list-style-type: none"> <li>Reduced productivity of agriculture, forestry and fisheries impacting the livelihoods of residents and economic stability.</li> <li>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.</li> <li>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.</li> <li>Reduced capacity for land to sequester carbon and thus our ability to tackle the climate emergency – see climate risks (interlinked)</li> <li>Reduced capacity for land to perform other basic ecological functions such as water storage, water purification, nutrient cycling and air filtration.</li> <li>Deteriorating river and water quality.</li> <li>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,</li> </ul> | <p><b>10/10/2023</b></p> <p>Qtr 2 23/24 Review Summary: Secured Shared Prosperity Funding for Nature Recovery Officer Role until the end of March 2025. The Nature Recovery Officer has been appointed in Quarter 2, which has expanded the specialist staff capacity which will be available to deliver nature recovery actions and work with partners.</p> <p>Powys County Council has been allocated Local Places for Nature Funding to implement greenspace improvement strategy for housing services sites for 23/25.</p> | <p><i>Cllr Jackie Charlton</i></p> <p><b>Matthew Perry</b></p> | 25       | 16       | <ul style="list-style-type: none"> <li>Delivering on our Section 6 duties</li> <li>Implementing the Nature Recovery Action Plan with partners</li> </ul> | <p>Action In Progress</p> <p>Action In Progress</p> |

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|                         |                 | <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"> <li>• A decline in tourism due to loss of nature and poor condition of the natural environment.</li> <li>• Unable to meet demand for housing linked to land suitability.</li> <li>• Unable to meet future public building needs.</li> <li>• Council's reputation is hurt by lack of prevention/resilience planning and being perceived to be a contributor.</li> <li>• Investing in adapting service delivery.</li> </ul> | <p><b>30/06/2023</b></p> <p>Qtr 1 23/24 Review Summary: Our Biodiversity officer has been in post now close to 6 months and much progress has been made around delivery of section 6 duties. A report reflecting on the actions taken in the period from December 2019 to December 2022 was presented to Cabinet in Spring 2023 and was approved. Publication of this report fulfils the Council's duty to report on its progress against section 6 duties every three years.</p> <p>Local Places for Nature funding has been confirmed for the period from April 2023-March 2025; this will allow for 'Nature on your doorstep' projects to be carried out on the Council estate around maintaining and enhancing biodiversity. This funding has a specific revenue element around section 6 duties, which will allow for the Nature Recovery officer (for which funding has been made available) to work with Council services to look at biodiversity opportunities and support Town and Community Councils in implementing their section 6 duties.</p> <p>Due to time constraints, it was not possible to commission a contractor to carry out a desktop review of progress against the Powys Nature Recovery Action Plan in spring 2023. However, a progress tracker has been developed at officer level to identify the projects and initiatives in which the Nature Partnership is involved and the actions in the Nature Recovery Action Plan against which each delivers. This will continue to be populated as projects develop and progress.</p> <p>Work is also under way through the Powys Nature Partnership to map the extent to which Powys is already contributing to the 30x30 target (which is a worldwide initiative for governments to designate 30% of Earth's land and ocean area as protected areas by 2030.) In combination, the progress tracker and 30x30 mapping will help to target future work to deliver against the Nature Recovery Action Plan.</p> |                             |          |          |                      |        |

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|                         |                 |                       | <p>Local Places for Nature capital and revenue funding have been confirmed for the period from April 2023 to March 2025 and will underpin delivery of projects that deliver 'Nature on the Doorstep' by the Council, the Powys Nature Partnership and community groups and organisations over the next 18 months.</p> <p><b>05/04/2023</b><br/>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><b>17/01/2023</b><br/>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> |                             |          |          |                      |        |

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| IAWARD0009<br><br>Yvette Kottaun<br><br>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:<br>- increased service provision costs because of lost income/reduced budget<br>- Reputational Damage<br>- Lost in stakeholder confidence | <b>29/09/2023</b><br>Qtr 2 23/24 Review Summary: On behalf of Service: The situation remains the same for the Council as evidenced by fraud reports. Fraud reports are revealing increased levels of fraud with the 'Cost of living' situation believed to be a contributing and motivating factor.'<br><b>20/07/2023</b><br>1st Qtr 23/24 Review Summary: On behalf of Service: Of the remaining 4 service areas fraud risk assessments that were outstanding by SWAP, 3 have been completed however the last one has not. A meeting has been scheduled with SWAP to discuss those that have been carried out, as the Council would like further work to take place to give a more robust/realistic view. The Councils team have shared their work plan to ensure there is no duplication of work, and an effort to try and make work around fraud risk, fraud investigation and error work, more joined up.<br><br>Regarding the remaining fraud risk assessment, SWAP have advised the delay is because of time and capacity resource however are still planning on completing the final one (at the Councils request) but currently unable to give a time frame.<br><b>04/04/2023</b><br>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.<br><b>13/03/2023</b><br>Review Summary: The risk is now live | Cllr David Thomas<br><br>Jane Thomas | 16       | 12       | <ul style="list-style-type: none"> <li>Fraud team to review fraud risks with service areas and determine action plan</li> <li>SWAP Undertake the remaining fraud risk assessments in 4 service areas</li> <li>Provide section 151 officer with fraud risk Intelligence bi-annually.</li> <li>regular fraud activities</li> </ul> | <ul style="list-style-type: none"> <li>Action In Progress</li> <li>Action In Progress</li> <li>Control In Place</li> <li>Control In Place</li> </ul> |



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|                         |                 |                       | <b>16/01/2023</b><br>Qtr 3 22/23 Review Summary: Activities to monitor and aide compliance continue, as per previous quarters. Corporate Information Governance Group (CIGG) took place November 2022 |                             |          |          | information asset and ROPA |        |



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|                         |                 |                       |              |                             |          |          | <ul style="list-style-type: none"> <li>• NCSC 10 Steps Actions Vulnerability Management</li> <li>• Detection and Response Tools</li> <li>• Cyber Exercising</li> </ul> | Control In Place<br>Control In Place<br>Withdrawn |

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| PCC0008<br><br>Matthew Perry | 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.<br>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. | <p><b>17/10/2023</b><br/>Qtr 2 23/24 On behalf of Nigel Brinn. The risk for winter 2023/24 appears to be lower than was the case for winter 2022/23. Nevertheless rota disconnections are still a possibility for the winter ahead. Given the size of the County it is likely (should rota disconnections occur) that some areas would be without power for short periods, but more unlikely that the whole of the County would be impacted. In the event of rota disconnections an internal Incident Management Team would be established together with corresponding multi-agency structures within the Local Resilience Forum (LRF).</p> <p><b>06/07/2023</b><br/>Qtr 1 23/24 Review Summary: The risk profile has been reduced due to lowered demands for heating, lighting etc during the summer months however as we cannot predict the winter months ahead, and the risk of regional and national power outages remains on the National Security Risk Assessment (with their Risk Assessment unchanged) the risk will remain on the Strategic Risk Register. However the risk and its controls will remain under review by the Emergency Planning Team and the Local Resilience Forum.</p> <p><b>04/04/2023</b><br/>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.</p> <p><b>10/03/2023</b><br/>Review Summary: Rescheduling date to 1st April inline with Strategic Risk Register review.</p> | Cllr Richard Church<br><br>Matthew Perry | 15       | 3        | <ul style="list-style-type: none"> <li>• Further electrical work at Penybont depot to ensure access to bunkered fuel supplies of diesel (to drive the generator).</li> <li>• SLT to agree a priority list of services/people to have access to county hall and continued use of systems.</li> <li>• SLT to agree which services/people get access to county hall and continued use of systems.</li> <li>• Property and HTR to agree a forward plan to deliver fuel to County Hall's generator if needed</li> <li>• Commission care providers' business continuity planning</li> <li>• The Council has contacted providers like EE to see what their plans are</li> <li>• Consider UPS at the homes of identified key officers</li> <li>• Paper to SLT to initiate discussion on power outages</li> <li>• All services to review Business Continuity plans in relation to power outage</li> <li>• ICT has setup an management Whatsapp group for all team leaders</li> <li>• Uninterrupted power supplies on our key ICT servers monitoring their own readiness</li> <li>• Generator at County Hall tested on a monthly basis</li> <li>• SLT instructed to relocate to County Hall at first sign of a prolonged outage and activate the SLT Incident Response Guide ,</li> <li>• Attendance (virtual) at national seminars on planning for Power Outages</li> <li>• Take part in major exercises scheduled to test the response to power outages.</li> </ul> | <ul style="list-style-type: none"> <li>Action In Progress</li> <li>Action Completed</li> <li>Action Completed</li> <li>Control In Place</li> </ul> |



| 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><b>07/11/2022</b></p> <p>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.</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                              |
| PPPP0031<br><br>Gwilym Davies<br><br>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. | <b>03/10/2023</b><br>Qtr 2 23/24 Review Summary: Compliance Board and Education Working group have been set up to monitor compliance and manage risk. Risk assessments are undertaken where compliance risks are identified and appropriate actions taken to manage risk to an acceptable level. Condition surveys are considered necessary to identify risks and enable an informed programme of works to be created.<br><b>21/07/2023</b><br>Qtr 1 23/24 Review Summary: Compliance Board and Education Working group have been set up to monitor compliance and manage risk. Risk assessments are undertaken where compliance risks are identified and appropriate actions taken to manage risk to an acceptable level. Condition surveys are considered necessary to identify risks and enable an informed programme of works to be created.<br><b>30/03/2023</b><br>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. | Cllr Jake Berriman<br><br>Matthew Perry | 20       | 16       | <ul style="list-style-type: none"> <li>Implement the schools asset management plan within the budget available and escalate to the Transforming Education Programme</li> <li>Actively input into the HOWPS transition working group</li> </ul> | Action In Progress<br><br>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><b>09/01/2023</b><br/>           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.</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   |
| PROC0008<br><br><a href="#">Wayne Welsby</a><br><br><b>Escalated From</b> :- Powys County Council | IF global supply chain issues arise such as Brexit, Russian invasion of Ukraine, or, other economic or environmental pressures 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. | <b>19/10/2023</b><br>Qtr 2 23/24 Review Summary: Commercial Performance and Risk Board is effectively identifying and mitigating known supply chain risks.<br><b>10/07/2023</b><br>Qtr 1 23/24 Review Summary: Ongoing risk management via the Commercial Performance and Risk Board.<br><b>15/05/2023</b><br>Review Summary: Risk management is on going via the new Commercial Board.<br><b>05/01/2023</b><br>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. | Cllr David Thomas<br><br><br><b>Jane Thomas</b> |  |          | <ul style="list-style-type: none"> <li>Review and update contract management reporting of supply chain risks</li> <li>Financial Risk Reporting - use of D&amp;B reports etc.....</li> <li>New Commercial Performance and Risk Board created.</li> <li>Controlling costs and supply price increases.</li> <li>Access to Market Intelligence</li> <li>Value Engineering &amp;/or Material substitution</li> <li>Re-evaluate project timescales</li> <li>Value engineering</li> <li>Ukraine Cell Set up to report to Gold on consequences and to manage</li> <li>Develop a Process for approval by S151 officers for minimising effect of Price Increases - replaced by PROC0008/007.</li> </ul> | Action In Progress<br><br>Action In Progress<br><br>Control In Place<br><br>Control In Place<br><br>Control In Place<br><br>Withdrawn<br><br>Withdrawn<br><br>Withdrawn<br><br>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<br><br>Gemma Gabriel<br><br>Escalated From :- Powys County Council | IF the Council is unable to recruit, retain and commission the workforce it requires, in the short term due to increased staff absences and a challenging UK labour market, and in the longer term due to an expected long term decrease in the local working age population | Then:<br>*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.<br>*services may not be able to respond to and fully meet increasing demand.<br>*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. | <b>13/10/2023</b><br>Qtr 2 23/24 Review Summary: Successful recruitment event for reablement and support worker positions. Event enabled staff to received job offers on the day (4 made on the day). This model of recruitment event will therefore be a focus moving forward.<br>5 apprentices appointed on Q2 (6 others currently being advertised)<br><b>21/07/2023</b><br>1st Qtr 23/24 Review Summary: •<br>Presentation given to Economy, Residents and Communities Scrutiny Committee, with positive feedback and contributions.<br>• Successful recruitment campaign for housing trades roles resulting in an overwhelming response and significant numbers of offers made and vacancies filled.<br>• Further success recruiting to vacancies in Children' s Residential services following recruitment events and leaflet drops to homes across Powys.<br>• 6 apprentices appointed in Q1 with 3 starts and 3 due to start in Q2.<br>• Review meetings in place to discuss system development with e-recruitment provider<br><b>17/04/2023</b><br>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 used in future reports to review and measure risk. | Cllr Jake Berriman<br><br><br>Paul Bradshaw |          |          | <ul style="list-style-type: none"> <li>Recruitment and Retention working group delivery</li> <li>Developing a health and care workforce for the future</li> <li>Ensure a robust and effective Apprenticeship programme</li> <li>Improving the skills and employability of young people and adults</li> <li>Telehealth and telecare</li> <li>Formal partnership with the Open University and secondment of students</li> <li>increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches</li> <li>Support communities to be able to do more for themselves and reduce demand on public services</li> <li>Promoting Powys as a place to live, visit and do business</li> <li>Developing digital solutions and services</li> <li>Developing a workforce strategy which ensures Council is an excellent employer</li> <li>Develop an Adults' Service recruitment and retention strategy , based on a strong brand promoting positive values and working/l</li> <li>Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications t</li> <li>Conduct research to understand the workforce profile in health and social care</li> <li>To maintain rolling adverts for key staff and to link the adverts to relevant sites / job boards</li> <li>To activate the Emergency Plan as may be required in order to facilitate the move of resources to business critical work</li> <li>To internally deploy staff from non business critical work to business critical activities where possible.</li> <li>To develop and run a national recruitment campaign to best attract candidates to social care roles</li> <li>To further develop the Council's recruitment practice, site and campaigns to best promote employment opportunities</li> <li>Improving skills and supporting people to get good quality jobs</li> <li>Improving education attainment of all pupils</li> <li>Consideration of a joint bank of staff available to maintain staffing levels and reduce risk</li> <li>Build better connections with Powys schools &amp; universities within Wales &amp; just across the border in order to attract students</li> </ul> | Action In Progress<br><br>Action Completed<br><br>Action Completed<br><br>Action Completed<br><br>Action Completed<br><br>Action Completed<br><br>Control In Place<br><br>Control In Place<br><br>Control In Place<br><br>Withdrawn<br><br>Withdrawn<br><br>Withdrawn<br><br>Withdrawn<br><br>Withdrawn |

| Strategic Risk Register |                 |                       |   | Portfolio                   | Inherent | Residual | Controls and Actions |        |
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| Ref & Owner             | Risk Identified | Potential Consequence | Last Reviews  | Director or Head of Service |          |          | Control or Action    | Status |
|                         |                 |                       | <p><b>23/12/2022</b></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"> <li>• 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</li> <li>• developed a new website with an enhanced search function to make it easier for applicants to search our vacancies</li> <li>• introduced a new process to use existing vacancies as apprenticeship opportunities for people in our apprentice talent pool.</li> <li>• 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.</li> <li>• Are working closely with our partners (e.g. PTHB, PAVO) to identify where we can jointly address recruitment and retention challenges</li> <li>• Firm plans in place for 15 social care staff under our grow one own initiative to qualify as Social Workers during 2023</li> <li>• Developed a new vibrant and attractive advertising brand which will be launched early January 2023</li> <li>• We have a - New Year, New Job recruitment campaign ready to launch</li> </ul> |                             |          |          |                      |        |

| 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"> <li>And have reviewed and condensed our application form, making it easier for candidates to complete which will be launched in the new year</li> </ul> <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"> <li>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)</li> <li>by widening our apprenticeship offer</li> <li>And enabling access for carers and volunteers to statutory education packages</li> </ul> |                             |          |          |                      |        |