


Strategic Risk Register

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
ASC0064 Nina Davies Escalated From :- Powys County Council	IF Welsh Community Care Information System (WCCIS) is not fit for purpose, then it will impact upon service area's ability to carry out our statutory operational duties.	<ul style="list-style-type: none"> Veracity of decision making around adults and children in Powys could be compromised, leading to poor outcomes The safeguarding of children and adults in Powys could be compromised There could be significant delays in securing time critical packages of care Our ability to manage transfers of people from hospital to the community could be compromised We may not be able to respond effectively to out of hours emergencies There may be delays in making decisions and taking action to keep children safe Staff morale could be affected, leading to increased sickness absence and staff leaving Potential for reputational damage to the council and negative impact on our ability to recruit and retain social workers. Additional financial pressure due to not being able to utilise all staff/agency staff efficiently while the system is down 	<p>02/01/2024 Qtr 3 2023/24 Review Summary: Progress is being made by National Team with regards to a future commissioned system, with significant number of Local Authorities and Health Boards across Wales also looking to be part of this solution (lead by the National Team). Welsh Government is expected to confirm timescales and potential funding in Q4. Powys County Council potential to be part of early adopter programme.</p> <p>A residual score of 20 has been given using the corporate Risk Assessment matrix. It was felt by Corporate Leadership Team and the service that the current likelihood is a 4, due to an evaluation of the risks probability, based on past events and ability to mitigate which predominately sits with Welsh Government. The impact is currently severe due to the nature of the risks impact (based on actual experience and service knowledge) and our ability to manage mitigation when the system is down. A verbal explanation of how the score for Qtr 2 was decided upon was given to Health and Care Scrutiny committee in Dec 23 by the Director of Social Services and remains the same.</p> <p>19/10/2023 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>	Cllr Sian Cox Nina Davies	12	20	<ul style="list-style-type: none"> Follow correct change management processes Performance issues raised to Welsh Government through SBAR Monthly Contract review meetings with Supplier Internal Review Admin support to update records after down time 	Action In Progress Action In Progress Action In Progress Action Completed Control In Place

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			<p>24/07/2023 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>26/04/2023 Review Summary: An options report considering future options for a data management system is expected shortly. This is part of the ongoing Digital Transformation project.</p>					

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ASC0066 Rachel Evans Escalated From :- Powys County 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. Potential of care staff not being paid. Potential of harm to residents in having to be moved or having care provider unavailability. Potential of financial implications to residents, Council and local economy. Potential of reputational damage. Potential of increased failure and a large number of care staff not being paid appropriately	18/01/2024 Qtr 3 23/24 Review Summary: The mitigation actions in place are sufficiently robust to provide early alert and identify signs of provider failure to be able to respond quickly and reduce failure occurring. In addition, the contingency arrangements such as increased use of direct payments are also more assured given the programme of work taking place to ensure these arrangements are working well. In addition there are other mitigating actions in place that support service providers: Regular multi-disciplinary meetings with other funding organisations Regular 'System Flow' meetings which identifies services at risk Regular meetings with Provider organisations both collectively with other organisations and individually to understand their pressures with a view to responding quickly to reducing these issues Working closely with Provider organisations and supporting them to improve the quality of their service Ensuring that they have robust business continuity plans in place However, even with all the mitigating actions, there remains a degree of risk that is difficult to control and relates to wider system pressures such as increased demand for services, complexity of need, short term Healthcare workforce industrial action, cost of living costs and supply chain for example and as such the risk level remains unchanged. Close monitoring will continue to ensure the risk is managed. 17/10/2023 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.	Cllr Sian Cox Nina Davies		<ul style="list-style-type: none"> • Direct Payment Support Scheme • Care Home Support • Care Home Staffing and Resilience Review • Joint Support for Residents and Care Homes 	Action In Progress Action In Progress Action In Progress Control In Place	

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			<p>17/07/2023 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</p> <p>30/03/2023 Qtr 4 22/23 Review Summary: Care home support being undertaken jointly with PTHB to identify risks Contract monitoring in place to support care home quality and early identification or risk issues Care uplift in progress - which will provide information on financial risks Direct Payment - Recommissioning project in progress and contingency plan in place A deep dive took place on the 31st March 2023 by Governance and Audit committee and a presentation given. The presentation gave fuller detail into the situation and controls in place at the end of Qtr 4, explaining and evidencing the rationale behind the current scoring with service moderation across all risks.</p>					

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ASC0071 Sharon Frewin Escalated From :- 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 then citizens may be at risk of harm: - because they would not have their needs met and be at risk of deconditioning - Quality of services may reduce - Fined - Failure to listen to citizens' views - Unpaid carers may fail to provide care resulting in requirement for LA provision - Untrained staff may provide service users at risk - Individuals who lack capacity may be deprived of liberty without authority - More people may become unwell due to COVID-19 - Increased complaints	22/01/2024 Qtr 3 23/24 Review Summary: Risk remains high, although significant progress has been made in reducing outstanding assessments and reviews, this needs to be maintained. Work is ongoing in developing operational procedures to maximise efficiently way of working to be sustainable in moving forward. We continue to see increased demand and complexity in presentation of needs despite increasing capacity. 03/10/2023 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. 30/06/2023 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 Nina Davies			<ul style="list-style-type: none"> Develop new models of care to increase community provision such as extra care Agency Staff and reconfiguring existing resources Increase inhouse domiciliary care capacity Transform Direct Payments and increase availability and use of Self Personal Assistants and Community Micro Enterprises . Increase the capacity of commissioned domiciliary care provision Ensuring there are sufficient well being responses in place 	Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Control In Place

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EDR0011 Ellen Sullivan Escalated From :- Powys County Council	A climate emergency has been declared by Powys County Council. IF we experience the extreme consequences of not taking action then we will experience flooding, poor air quality, impact on nature and our communities.	<ul style="list-style-type: none"> -Exceeding acceptable CO2 emissions -Increasing demand on flood alleviation and response (including increase demand on resources) -Increased emissions due to depletion of natural carbon stores and sequestration -Unable to meet demand for housing linked to land suitability -Unable to meet future public building needs -Councils reputation is hurt if by lack of prevention/resilience planning and being perceived to be a contributor -Deteriorating river and water way quality -Increased phosphates due to extreme weather events i.e. flooding -Investing in adapting service delivery -Risk to Biodiversity - see Nature Emergency risk -Risk of increased wildfires and their impact -Negative effect on supply of food, goods and vital services due to climate related collapse of supply chains and distribution networks -Risks to the people and the economy climate related failure of the power system -increased risks to human health, wellbeing and productivity from increased exposure to heat, in homes and other buildings -possible multiple risks 	<p>15/01/2024</p> <p>Qtr 3 23/24 Review Summary: A cabinet paper providing the outcomes of a officer, member, and key stakeholder review of the climate commission outcomes is due to be discussed at Cabinet in February. The actions within the paper and recommendations from the climate commission will be used to undertake a programme repurpose and refresh as part of the first quarter of 2024. This will refocus the programme, its governance arrangement and its scope/focus as part of the transformation programme delivery as well as its integration with other key programmes of work including Sustainable Powys.</p> <p>Project leads are working towards finalised action plans, as part of this work they are required to cost actions (where possible) and identify resource constraints or key pieces of feasibility work required to progress their area of decarbonisation. Once costed action plans are provided senior officer and members will be better placed to identify the key areas of challenge and where funding will have the most impact in reducing our emissions and most benefit to the Council and our residents. Programme board must work to identify any opportunities to maximise funding from external sources to supplement any funding which is requested from transformation portfolio board. Funding is evidently not going to stretch to all actions so having a clear plan which can inform funding and resources is key.</p>	<p><i>Cllr Jackie Charlton</i></p> <p>Diane Reynolds</p>	25	20	<ul style="list-style-type: none"> • Carbon accounts reporting • Workstream Action Plans developed • Engagement with stakeholders and experts • EMT/SLT dedicated session to take place in December to focus on risk and plan strategic mitigation • Implement Powys' Climate Strategy 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action Completed Control In Place

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		to the County from Climate change impact from overseas. -Inadequate planning for unforeseen events	<p>16/10/2023</p> <p>Qtr 2 23/24 Review Summary: Dr. Alan Netherwood (Netherwood Sustainable Futures) was commissioned by Powys County Council to review and challenge the Council's current approach in the delivery of its Climate Change Programme. The commission findings provide a set of priorities identifying several ways the council can improve and strengthen the approach, and delivery of our climate change programme, and climate & nature emergency declarations. The scope for the commission asked Netherwood Sustainable Futures to consider several key areas these included:</p> <ul style="list-style-type: none"> • Leadership and collaboration (internal and external) • Strategic direction, prioritisation, and pace of decarbonisation • Actions and the financial commitments for achieving Net Zero 2030 for PCC • Approaches to progress Net Zero Powys 2050 across partnerships in Powys • Climate risk and adaptation for the Council and across Powys • Capacity building and resources for an enhanced approach <p>The commission drew on NSF's extensive work and research at UK, Wales, partnership and local authority levels on climate change policy, practice, and governance.</p> <p>The recommendations provided within the report will be considered by senior officers and members to support prioritisation and strategic level planning. The outcomes of the prioritisation exercise will influence appropriate alignment of resources in key areas which are required to undertake transformation at an increased pace. The report will also serve as a key evidence base, providing a backdrop from which robust and clear business cases can be developed to unlock financial barriers to delivery.</p> <p>The Council is currently co-ordinating a period of review with key internal officer and</p>					

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			<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>06/07/2023</p> <p>Qtr 1 23/24 Review Summary: No change however progress has been made with some of the controls.</p> <ul style="list-style-type: none"> - Climate action plans for Mobility & 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. -Climate and Nature event took place on 14th June as part of this ongoing control 					

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			<p>30/03/2023</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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FIN0001 Jane Thomas Escalated From :- Powys County Council	IF the Council is unable to deliver a financially sustainable budget over the short and medium term, THEN the Council will not be financially resilient.	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	24/01/2024 Qtr 3 23/24 Review Summary: The Quarter 2 revenue report showed a forecast underspend of £2.8m but it is anticipated that use of the risk budget will increase to help manage spend pressures in specific services by the end of the year. The provisional local government settlement for 2024-25 published on 20 December 2023 showed that the estimated aggregate external funding for Powys CC would be lower than the assumptions in the MTFS, but a balanced draft budget proposal has been recommended to Council by Cabinet. The outlook for external funding in future years continues to be bleak and work will need to continue on the Sustainable Powys Programme to reduce council spend and the budget gap over the next few years. 23/10/2023 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	Cllr David Thomas Jane Thomas	25	20	<ul style="list-style-type: none"> Revise the Medium Term Financial Strategy Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government The Reimagining the Council programme will fundamentally review and reshape the Council for the future Instruction to all services across the council to pull back on expenditure through 2022/23 to manage the projected deficit Service Integrated Business Plans will be reviewed and refreshed Keen focus on procurement issues - sharing information and knowledge across the LA/WLGA network WG claims for Hardship and lost income continue and expect to remain in place til march 2021 Cell in place to monitor rising costs, supply chain issues and sharing of information across the Council Regularly monitor and review the financial position on monthly basis. Cost Recovery work 3rd party spend reduction Income Generation Monthly reports to cabinet and Management Team on budget progress and progress on savings Budget Challenge Events Moved to a 3 year balanced budget Reassessment of the activities of the Council through the Recovery Coordination Group Review budget position at end of first quarter and consider changes to the 2020/21 budget 	Action In Progress Action In Progress Action In Progress Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn

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			<p>04/07/2023 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>17/04/2023 Qtr 4 22/23 Review Summary: The council approved a balanced budget for 2023/24 with the inclusion of a 5% increase in Council Tax. The budget recognises the impact of increasing inflation across all services which have in the main been funded, although significant cost reductions are required to delivered within budget. The financial year for 2022/23 has now closed and the accounts are being finalised, the latest forecast based on the position at the end of February projects a surplus budget albeit with the draw down of specific reserves, as set aside last year. Work must now quickly turn to addressing the projected budget for 2024/25 and beyond.</p>					

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HTR0018 Matthew Perry Escalated From :- Powys County Council	IF we do not take action to address the nature emergency declared by Powys County Council THEN the impact of this emergency will affect our ability to deliver future services	<p>Potential consequences:</p> <ul style="list-style-type: none"> Reduced productivity of agriculture, forestry and fisheries impacting the livelihoods of residents and economic stability. Reduced food availability through declines in pollination, soil health and soil fertility. These will lead to decreased yields, a decrease in food and fodder production, and a decreased availability of wild foods. Ecosystems are more susceptible to invasion by pests and diseases. This will reduce the resilience of the natural environment and require investment in pest and disease prevention/control/eradication. Reduced capacity for land to sequester carbon and thus our ability to tackle the climate emergency – see climate risks (interlinked) Reduced capacity for land to perform other basic ecological functions such as water storage, water purification, nutrient cycling and air filtration. Deteriorating river and water quality. Reduced health and wellbeing of residents through increase of diseases, reduced protection against pollution, health effects associated with increased malnutrition 	<p>18/01/2024</p> <p>Qtr 3 23/24 Review Summary: A deep dive was conducted on this risk early Jan 24 by G&A committee committee and the risk rating increased to 20. The presentation given has been uploaded to JCAD. There are two controls in place to manage this risk, one the Powys Nature Recovery Action Plan (PNRAP) and the other our section 6 duty to maintain and enhance biodiversity which are integrated into the PNRAP (see last para below).</p> <p>Delivery of the actions in the Powys Nature Recovery Action Plan is through and with the Powys Nature Partnership, in recognition of the fact that the scale of the nature emergency is too great for the Council to address alone, even at a local level. The actions in the Plan target specific habitats and species of interest for Powys, with flexibility to increase the priority of specific actions each year, as required to adapt to changing circumstances.</p> <p>It is difficult to link our actions with a quantifiable impact on the risk, due to the complexity of the factors that affect ecosystems. A baseline review of delivery against actions in the Plan is under way, so that we can assess current activity against outputs, identify gaps for project development and monitor delivery against the Plan in future years. There are a suite of actions around increasing the evidence base and information available, so that over time, we will be better able monitor the impact quantitatively.</p> <p>Reporting against the Council's section 6 duty to maintain and enhance biodiversity is undertaken retrospectively every three years, to comply with statutory requirements. So that the work can be planned, carried out and monitored within a more holistic context, section 6 actions are now embedded within the Powys Nature Recovery Action Plan. As such, monitoring and reporting against section 6 actions will be integrated into the wider and more continuous monitoring against the NRAP.</p>	Cllr Jackie Charlton Matthew Perry	25	20	<ul style="list-style-type: none"> Delivering on our Section 6 duties Implementing the Nature Recovery Action Plan with partners 	Action In Progress Action In Progress

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		<p>and increased exposure to agricultural chemicals, a loss of cultural values, reduced access to traditional medicines, reduced options for future drug development, and poorer mental health.</p> <ul style="list-style-type: none"> • A decline in tourism due to loss of nature and poor condition of the natural environment. • Unable to meet demand for housing linked to land suitability. • Unable to meet future public building needs. • Council's reputation is hurt by lack of prevention/resilience planning and being perceived to be a contributor. • Investing in adapting service delivery. 	<p>This will allow for section 6 actions to be adapted on an ongoing basis to address issues more quickly, rather than on a three yearly cycle.</p> <p>10/10/2023 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>					

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			<p>30/06/2023</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>05/04/2023 Qtr 4 22/23 Review Summary: Section 6 report completed outlining all the achievements to improve biodiversity throughout Powys and the ongoing collaboration with our partners through Powys Local Nature Partnership. Report is Scheduled for Cabinet/EMT W/C 17th April 2023.</p>					

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IAWARD0009 Craig Flynn Escalated From :- Powys County Council	If the Council is susceptible to higher levels of fraud as people struggle with the cost of living crisis and as organised fraud take advantage of the challenging environment. This could lead to lost income revenues or increased service provision costs.	Then this could lead to lost income revenues, increased service provision costs, some schools will have escalating deficits which will have a financial impact on the rest of the Council and the learners in their care. Other consequences could be: - increased service provision costs because of lost income/reduced budget - Reputational Damage - Lost in stakeholder confidence	19/01/2024 Qtr 3 23/24 Review Summary: The situation remains the same for the Council as reported in Qtr2 and 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. Raising awareness of Fraud has been at the fore during Qtr3. International Fraud Awareness Week 2023 was observed during the third week of November 2023 - Communication issued to Powys employees via Corporate Communications. Corporate Mandatory Fraud Awareness training launched across Powys CC - completion date March 2024. 29/09/2023 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.' 20/07/2023 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. 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.	<i>Cllr David Thomas</i> Jane Thomas	16	12	<ul style="list-style-type: none"> • SWAP Undertake the remaining fraud risk assessments in 4 service areas • Fraud team to review fraud risks with service areas and determine action plan • Provide section 151 officer with fraud risk Intelligence bi-annually. • regular fraud activities 	<p>Action In Progress</p> <p>Action In Progress</p> <p>Control In Place</p> <p>Control In Place</p>

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			<p>04/04/2023</p> <p>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.</p>					

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			<p>04/07/2023 Qtr 1 23/24 Review Summary: Activities to monitor and aide compliance continue as previous quarters. Corporate Information Governance Group (CIGG) held in June 2023. Additional Information Compliance Officer recruited June 2023 to assist with Subject Access Requests (SARs), Recruitment underway for Management of Electronic Information Officer, to support the further development of Records of processing activities (ROPA), and the appropriate retention of information. Information Commissioner's Office (ICO) recommendations following personal data breaches continue to be be considered and implemented as appropriate</p> <p>04/04/2023 Qtr 4 22/23 Review Summary: Activities to monitor and aide compliance continue, as previous quarters. March Corporate Information Governance Group delayed until June 2023.</p>				information asset and ROPA	

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

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PPPP0030 Gwilym Davies Escalated From :- Powys County Council	IF the Council has an insufficient level of revenue maintenance and major improvement capital funding, THEN it is likely to result in unsafe and unfit compliant assets (plant, equipment e.g. boilers, fire alarms & emergency lighting, electrical systems, sprinkler systems, fire safety equipment, legionella works, lifts etc.) within School properties.	Withdrawal of use of the asset by the school leading to disruption to educational continuity with the partial or full closure of the school.	09/01/2024 Qtr 3 23/24 Review Summary: Corporate Compliance Board and Education Property Compliance and Operational Safety Board are actively monitoring compliance and managing risk. Risk assessments are undertaken where compliance risks are identified and appropriate actions taken to manage risk to an acceptable level. Condition surveys have been commissioned to identify program and planned maintenance priorities and this work is on-going. This will enable the identification of risks and inform the programme of works to be progressed through the available funding streams. 23/10/2023 Qtr 2 23/24 Review Summary: Corporate Compliance Board and Education Property Compliance and Operational Safety Board are actively monitoring compliance and managing risk. Risk assessments are undertaken where compliance risks are identified and appropriate actions taken to manage risk to an acceptable level. Condition surveys are being commissioned to identify program and planned maintenance priorities. This will enable the identification of risks and inform the programme of works to be created. 21/07/2023 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.	Cllr Jake Berriman Matthew Perry	20	16	<ul style="list-style-type: none"> Monitor statutory compliance and implement remedial works and programme capital improvements to maintain service 	Control In Place

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			<p>30/03/2023</p> <p>Qtr 4 22/23 The Council is continuing to tolerate (with controls in place) as the risk is in relation to insufficient level of revenue maintenance and major improvement capital funding. The Council has an ongoing assessment of all school properties to plan for essential works to maintain safe and operational premises. The Council has received confirmation from WG of additional capital/revenue maintenance grant and the associated terms and conditions for financial year 2023/24. This risk has been transferred from Educations risk register to Property, Planning and Public Protection risk register however remains cross linked with Education so both services have sight. The service is currently planning and commissioning project work for school property financial year 23/24.</p>					

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PPPP0031 Gwilym Davies Escalated From :- Powys County Council	IF the school building stock (buildings and external infrastructure) 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.	09/01/2024 Qtr 3 23/24 Review Summary: The Schools Estates and Education Property Compliance and Operational Safety Board are actively monitoring the schools buildings and external infrastructure and managing risk. Risk assessments are undertaken where compliance risks are identified and appropriate actions taken to manage risk to an acceptable level. Condition surveys have been commissioned to identify program and planned maintenance priorities and this work is on-going. This will enable the identification of risks and inform the programme of works to be progressed through the available funding streams. 03/10/2023 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. 21/07/2023 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.	Cllr Jake Berriman Matthew Perry	20	16	<ul style="list-style-type: none"> Implement the schools asset management plan within the budget available and escalate to the Transforming Education Programme Actively input into the HOWPS transition working group 	Action In Progress Withdrawn

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

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PROC0008 Wayne Welsby Escalated From :- Powys County Council	IF global supply chain issues arise such as Political, Economic or Environmental pressures affect the global market then this could lead to increased price variations and/or 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.	10/01/2024 Qtr 3 23/24. Review Summary: Updated 10Jan24. Controls are in place and continued to be applied to manage risk. No change from last quarter. 19/10/2023 Qtr 2 23/24 Review Summary: Commercial Performance and Risk Board is effectively identifying and mitigating known supply chain risks. 10/07/2023 Qtr 1 23/24 Review Summary: Ongoing risk management via the Commercial Performance and Risk Board. 15/05/2023 Review Summary: Risk management is on going via the new Commercial Board.	Cllr David Thomas Jane Thomas	15	6	<ul style="list-style-type: none"> Review and update contract management reporting of supply chain risks Financial Risk Reporting Regime in place - see control PROC0006/02 New Commercial Performance and Risk Board created. Controlling costs and supply price increases. Access to Market Intelligence Value Engineering &/or Material substitution Re-evaluate project timescales Value engineering Ukraine Cell Set up to report to Gold on consequences and to manage Develop a Process for approval by S151 officers for minimising effect of Price Increases - replaced by PROC0008/007. 	Action In Progress Action In Progress Control In Place Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn

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Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Director or Head of Service			Control or Action	Status
WO0021 Gemma Gabriel Escalated From :- Powys County Council	IF the Council is unable to recruit, retain and commission the workforce it requires, in the short term due to increased staff absences and a challenging UK labour market, and in the longer term due to an expected long term decrease in the local working age population	Then: •the Council will be unable to secure the services needed by the local population, including care and assessment provision, education, waste, highways, housing culture and support services. •services may not be able to respond to and fully meet increasing demand. •services also may not be able to deliver their normal / planned levels of service provision. Where this is acute or could lead to the inability of the Council to deliver statutorily required services, the Council may need to temporarily step-down elements of its non-business critical activities in order to deploy staff to business-critical work.	16/01/2024 Qtr 3 23/24 Review Summary: This risk was set up initial in relation to the social service workforce situation and since been modified to reflect other services similar issues. This now needs reviewing and possibly re written to reflect the current situation across the Council. The risks and its controls will be reviewed and refreshed by 29th February 2024, taking into the current situation across the council and the transformation project associated with recruitment and retention. 13/10/2023 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. 5 apprentices appointed on Q2 (6 others currently being advertised) 21/07/2023 1st Qtr 23/24 Review Summary: • Presentation given to Economy, Residents and Communities Scrutiny Committee, with positive feedback and contributions. • Successful recruitment campaign for housing trades roles resulting in an overwhelming response and significant numbers of offers made and vacancies filled. • Further success recruiting to vacancies in Children' s Residential services following recruitment events and leaflet drops to homes across Powys. • 6 apprentices appointed in Q1 with 3 starts and 3 due to start in Q2. • Review meetings in place to discuss system development with e-recruitment provider 17/04/2023 Qtr 4 22/23 Review Summary: This work continues. We are seeing some impact in key roles for example in social care and environmental health. Metrics are being developed which will used in future reports to review and measure risk.	Cllr Jake Berriman Paul Bradshaw	25	16	<ul style="list-style-type: none"> increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches Developing a health and care workforce for the future Ensure a robust and effective Apprenticeship programme Recruitment and Retention working group delivery Improving the skills and employability of young people and adults Telehealth and telecare Formal partnership with the Open University and secondment of students Support communities to be able to do more for themselves and reduce demand on public services Promoting Powys as a place to live, visit and do business Developing digital solutions and services Developing a workforce strategy which ensures Council is an excellent employer Develop an Adults' Service recruitment and retention strategy , based on a strong brand promoting positive values and working/l Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications t Conduct research to understand the workforce profile in health and social care To maintain rolling adverts for key staff and to link the adverts to relevant sites / job boards To activate the Emergency Plan as may be required in order to facilitate the move of resources to business critical work To internally deploy staff from non business critical work to business critical activities where possible. To develop and run a national recruitment campaign to best attract candidates to social care roles To further develop the Council's recruitment practice, site and campaigns to best promote employment opportunities Improving skills and supporting people to get good quality jobs Improving education attainment of all pupils Consideration of a joint bank of staff available to maintain staffing levels and reduce risk Build better connections with Powys schools & universities within Wales & just across the border in order to attract students 	Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action Completed Action Completed Action Completed Action Completed Action Completed Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn