

Strategic Risk Register

Strategic Risk Register					Uncontro	Current	Controls and Actions	Status
Ref & Owner	Risk Identified	Potential Consequence	Last Reviews	Portfolio Director or Head of Service			Control or Action	
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>21/10/2024 Review Summary: The tender for the new Powys social care management system has closed, and the tenders are now being evaluated. The outcome of the tender process will be known in November with potential award before the end of the calendar year. Work continues on the data cleansing and with national workstreams.</p> <p>19/07/2024 Review Summary: Considerable work ongoing at a national level, being led by WLGA and ADSS Cymru. As a result, Powys now going to market as an individual region; EOI has been published with full tender documents due to be published shortly. Powys remains within the national approach, known as Connecting Care, and WG have confirmed the approach to market will not impact funding decisions. Detailed timescales and funding implications will be known in the autumn, work continues in preparation in terms of data cleansing, with increased focus nationally on data migration.</p> <p>19/04/2024 Review Summary: Concerns have significantly increased regarding the National Teams progress, timescales, and procurement approach. Consideration underway regarding PCC's direction and approach. This is now critical with current system end of life in January 2026.</p>	<p>Director or Head of Service Cllr Sian Cox Nina Davies</p>	<p>20</p> <p>20</p>	<ul style="list-style-type: none"> Data cleansing activity taking place to improve information accuracy Tendering for a replacement system with a full fit for purpose system specification 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 	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action Completed</p> <p>Action Completed</p> <p>Action Completed</p> <p>Control In Place</p>	

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			<p>02/01/2024</p> <p>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>		

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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 unavailable. 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	17/10/2024 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 the ability to provide and support direct payments managed accounts and payroll has improved further to transformation which further supports a contingency in the event of a failing service.	Director or Head of Service Cllr Sian Cox Nina Davies	20 12	<ul style="list-style-type: none"> The Fair Cost of Care summary Programme of work underway to determine the future levels of demand and optimum model required for powys owned care homes Care Home Support Care Home Staffing and Resilience Review Direct Payment Support Scheme Weekly high cost placement meeting Collaborative working with PTHB Joint Support for Residents and Care Homes 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action Completed Control In Place Control In Place Control In Place

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			<p>16/07/2024</p> <p>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:</p> <ul style="list-style-type: none"> 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 <p>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.</p>		

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			<p>08/04/2024</p> <p>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:</p> <ul style="list-style-type: none"> 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 <p>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.</p>		

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			<p>18/01/2024</p> <p>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:</p> <ul style="list-style-type: none"> 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 <p>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.</p>	Director or Head of Service			

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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 - Inability to facilitate hospital discharges in a timely manner	21/10/2024 Review Summary: This risk remains high, although those waiting to be allocated has fallen there is still a delay in the completion of assessments due to an increase in complexity. We have seen a significant increase in the capacity of the external domiciliary care market, we are currently providing over 1500 more hours of support a week and the waiting list has fallen from 122 in April to 85 in September. There has been an increase in demand for residential and nursing home placements with an additional 57 beds being commissioned since April. Within the county 92% of the beds available are occupied and we have little if any nursing /EMI availability. Work continues on our transformation programme to develop more efficient and effectivity community provision. 16/07/2024 Review Summary: Risks remain high although additional resources in the Hospital Discharge Team has made an impact the community teams still have significant numbers awaiting assessment and work needs to be undertaken via the locality project to develop more efficient operational systems. We have seen some movement in both the internal and external Domiciliary care market with more hours being provided however this is still not meeting the demand. 17/04/2024 Review Summary: Qtr 4 23/24 Risks remain high with a significant increase in the pressures associated with hospital discharges. The allocation of people for assessment has become more timely but the time to complete an assessment still remains a challenge due to the increased complexity of presentation. Progress is being made against all control measures although this needs to be sustained and move at pace.	Cllr Sian Cox Nina Davies	25 9	<ul style="list-style-type: none"> Agency Staff and reconfiguring existing resources Increase inhouse domiciliary care capacity Develop new models of care to increase community provision such as extra care 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 Action In Progress Control In Place

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			<p>22/01/2024</p> <p>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.</p>	Director or Head of Service			

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EDR0011 Daniel Burgess 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>01/10/2024 Review Summary: Post climate commission the programme has undergone a governance review which has seen a number of key governance structures, processes and consistent practices put in place. The programme has a SharePoint site and centralised document repository for all workstreams, all workstreams are scheduled for meetings till 2025 and have consistent roles, responsibilities and ToR. Dependency mapping and mapping of actions impacts on our Local authority 2030 net zero target and territorial countywide 2050 targets identified. Action plans remain un-costed and carbon savings require quantifying where possible by March 2025, progress is being made against these actions but the pace must increase to ensure we can target intervention in areas which will have the most impact and return for our investment whilst reducing emissions</p> <p>11/07/2024 Review Summary: A programme re-purpose has been completed following the outcomes of the Netherwood climate commission, strengthening governance and accountability arrangements and key underlying reporting and monitoring frameworks. Workstream action plans have been repurposed to focus on key milestones over the next 12 months aligned to Sustainable Powys. Action plans remain un-costed and carbon savings require quantifying where possible by March 2025. A Climate and Economy Project Officer has been recruited utilising funding within the service, this 12 month post will increase capacity to support our climate and nature emergency efforts for the council and territorially with partners and communities.</p>	<p>25</p> <p>20</p>	<ul style="list-style-type: none"> • 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 • Carbon accounts reporting • Implement Powys' Climate Strategy 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action Completed Action Completed Control In Place 	

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		to the County from Climate change impact from overseas. -Inadequate planning for unforeseen events	<p>17/04/2024 Review Summary: Action is already underway to respond to the recommendations outlined within the climate commission and post officer and member review.</p> <p>Several action plan workshops have been held with workstream leads and officers, the focus of these workshops have been to refine and refresh the action plans against the Netherwood themes and to consider key actions for the next 6 to 12 months to cost elements or identify priority areas for intervention.</p> <p>A programme and workstream governance review is underway with key governance structures and processes being established alongside key documentation, reporting, accountability, roles and responsibilities.</p>	Director or Head of Service			

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			<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>		

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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	07/10/2024 Review Summary: The Council has been reviewing its asset base and the capital requirements to maintain them alongside achieving net zero, the cost of borrowing to achieve this will be high. Reducing the asset base would alleviate this challenge and provides capital receipts to support the future capital programme. This modelling is being undertaken alongside other Sustainable Powys change activities that will release budget savings. An updated Medium Term Financial Strategy with an update on the latest economic projections and how these influence and impact on the development of the Council's Budget for 2025/26 was approved at Cabinet in July. 15/07/2024 Review Summary: The Council delivered an underspend for 2023-24 and was able to fore up specific reserves to support service demand in 2024-25 and assist in bridging the FRM gap for future years. Budget planning activity has started with Services, who are driving Sustainable Powys changes to their services and driving out cost. This is making inroads to the budget gap with an expectation that we can focus on years 2 and 3 in the autumn. Inflation continues to fall, which will reduce the level of contract increase and pay assumptions. We are using the latest Wales fiscal analysis to model our assumptions, which are prudent and explain there are no obvious areas from Welsh Government that will help bridge the gap. Sustainable Powys sessions with councillors are being used to explain the enormous financial challenge in maintaining our assets, and getting them to net zero - addressing these issues before they materialise onto the FRM is essential to comply with the WBFAG Act	Director or Head of Service Cllr David Thomas Jane Thomas			<ul style="list-style-type: none"> Sustainable Powys activity identifies savings resulting from changing how we deliver services The Sustainable Powys programme will fundamentally review and reshape the Council for the future Ongoing discussion with WG and WLGA through Society of Welsh Treasurers for Future Funding of Local Government Instruction to all services across the council to pull back on expenditure through 2022/23 to manage the projected deficit Revise the Medium Term Financial Strategy WG claims for Hardship and lost income continue and expect to remain in place till march 2021 Service Integrated Business Plans will be reviewed and refreshed Keen focus on procurement issues - sharing information and knowledge across the LA/WLGA network Regularly monitor and review the financial position on monthly basis. Cell in place to monitor rising costs, supply chain issues and sharing of information across the Council Cost Recovery work 3rd party spend reduction Income Generation Monthly reports to cabinet and Management Team on budget progress and progress on savings Budget Challenge Events Moved to a 3 year balanced budget Reassessment of the activities of the Council through the Recovery Coordination Group Review budget position at end of first quarter and consider changes to the 2020/21 budget 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action Completed Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn 	

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			<p>15/04/2024 Review Summary: The financial year 2023/2024 has now closed and the accounts are being finalised, the latest forecast based on the position at the end of February 2024 projects an underspend against budget.</p> <p>The Council, on the 22nd February 2024, approved the revenue budget based on a 7.5% increase in Council Tax and a Capital programme for 2024/2025. The budget fully considers the pressures facing services areas through the next financial year and includes a robust suite of cost reductions for which the HoS have provided assurance are deliverable.</p> <p>MTFS for the next 4 years has a significant budget gap of +£64m and the focus will now shift to we plan to address the shortfall. As 2024/2025 was the last year of the current Comprehensive Spending Review then there is no indication of what future funding settlements look like so the Council will continue to use scenario planning to look at expected (-2%) and best case (0% or cash flat) scenarios.</p> <p>Continued working with WGSWT/WLGA will ensure that parties are fully informed of any impact proposed settlements would have on the projected budget gap.</p> <p>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.</p>		

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HTR0018 John Forsey 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>22/10/2024 Review Summary: Q2 - A facilitation contract has been procured to work with the Powys Nature Partnership to agree priorities for delivery. This will assist in forward work planning and seeking funding to support collaborative delivery. There remains uncertainty around the continuation of funding for Nature Recovery work in the short term i.e. 2025-26; this resource is key to having capacity to seek alternative longer term funding.</p> <p>23/07/2024 Review Summary: Qtr1 2024-25 - The Biodiversity officer role has become vacant presenting operational challenges around staff capacity to resource this work. Proposals for a short term arrangement are being developed to facilitate and establish priority actions with the Powys Nature Partnership. Discussions are under way with the Welsh Government around funding for Nature Recovery work after the end of March 2025 as this work is almost entirely reliant on external grants.</p> <p>18/04/2024 Review Summary: Qtr 4 23/24 Actions have been included in the Nature Recovery Action Plan to reflect the Council's delivery of its 'Section 6' duty to maintain and enhance biodiversity. A baseline review of delivery against the Nature Recovery Action Plan has been completed in quarter 4. This has revealed significant gaps in the information required to assess the extent of current delivery and plan the priority actions for future work. The review proposes actions to address this, which will require that funding be secured.</p>	Cllr Jackie Charlton John Forsey	<ul style="list-style-type: none"> Delivering on our Section 6 duties Implementing the Nature Recovery Action Plan with partners 	<p>25</p> <p>20</p>	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>18/01/2024 Qtr 3 23/24 Review Summary: A deep dive was conducted on this risk early Jan 24 by G&A 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 NRP.</p>			

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			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.				

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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	30/09/2024 Review Summary: No change 15/07/2024 Review Summary: Ongoing - situation remains consistent with previous quarters. Regular reporting to GAC on current work activities and performance. Ongoing monitoring of compliance with Corporate Mandatory Fraud Awareness training across service areas. 19/04/2024 Review Summary: The situation remains consistent with previous quarters. Corporate Mandatory Fraud Awareness training launched across Powys CC - completion date March 2024. Overall Council wide compliance rate is low at 58.2%. Relevant Fraud Policies reviewed and updated and considered by Governance and Audit Committee. 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.	Director or Head of Service Cllr David Thomas Jane Thomas	16 12	<ul style="list-style-type: none"> Fraud team and SWAP to review fraud risks with service areas and determine action plan SWAP Undertake the remaining fraud risk assessments in 4 service areas Provide section 151 officer with fraud risk intelligence bi-annually. regular fraud activities 	<ul style="list-style-type: none"> Action In Progress Action In Progress Control In Place Control In Place 	

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			<p>04/04/2024 Review Summary: Qtr 4 23/24 Review Summary: Activities to monitor and aide compliance continue as previous quarters. Corporate Information Governance Group (CIGG) for December and March supported by written reports. There has been a great deal of staff turn over in the Information Governance team within previous quarters, along side long term absence this quarter. Training and the development of skills/knowledge for those staff new to the team progresses. Management of Electronic Information Officer, recruited in September 2023 and their work programme approved by CIGG in December 23, to cover revised classification scheme, retention schedule, which will assist with the development of IARs, and the permanent preservation of digital born records. . Information Commissioner's Office (ICO) recommendations following personal data breaches continue to be considered and implemented as appropriate. Postal checking examination of processes in place undertaken with suggestions issued to services.</p>	Director or Head of Service		information asset and ROPA	

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			<p>11/12/2023</p> <p>Qtr 3 23/24 Review Summary: Activities to monitor and aide compliance continue as previous quarters. Corporate Information Governance Group (CIGG) for September supported by written reports, December meeting took place on 13/12/23.</p> <p>Additional Information Compliance Officer recruited June 2023 to assist with Subject Access Requests (SARs). However two experienced Information Compliance Officers left in the summer and one of the two recruited to replace left in November.</p> <p>Management of Electronic Information Officer, recruited in September 2023 work programme approved by CIGG 13/12/23, to cover revised classification scheme, retention schedule, which will assist with the development of IARs, and the permanent preservation of digital born records. .</p> <p>Information Commissioner's Office (ICO) recommendations following personal data breaches continue to be considered and implemented as appropriate</p>			

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

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ICT0067 Julie Davies Escalated From :- Powys County Council	IF we receive and act upon a phishing email then there is a risk that our information and systems will be vulnerable to a cyber attack	Loss of Data, Unauthorised access to Data, Significant Information breach, Significant cost to authority through both staff time taken to respond and recover and potential loss of money through fraud	07/10/2024 Review Summary: Communication regarding the new training platform has been published to all staff 1st Phish September 24 showed a decrease in the amount of staff that clicked the link down to 2.1% Increase in the amount of staff that have reported the Phish of 636 staff 11/07/2024 Review Summary: Baseline phish before further learning 30.27% of staff opened the phish Email 5.08% of staff clicked the links 15/04/2024 Review Summary: A new Phishing training and awareness application is being deployed. Compliance figures will form part of the next review. Mandatory figures for Cyber training stands at 77% over the authority on April 15th 2024 15/01/2024 Review Summary: investment has been made into increased Phishing protection. Phishing training and awareness programme will continue for next 3 years.	Director or Head of Service <i>Cllr Jake Berriman</i> <i>Ellen Sullivan</i>	20 16	<ul style="list-style-type: none"> Maintain an acceptable level of compliance with Staff Cyber Security Training Staff awareness and training in spotting Phishing emails Phishing and Spam Protection 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action Completed

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PPPP0014 Gwilym Davies Escalated From :- Powys County Council	If Phosphate / nutrient exceedances exceed the target level in Special Areas of Conservation (for example Rivers Usk and Wye and their tributaries) THEN there will be:	<ul style="list-style-type: none"> - Potential impact on the level of development in locations within the catchments of the rivers Wye and Usk, including their tributaries. - Potential for a backlog of planning application caused by limited Planning Ecologist resource (impact of having to undertake Appropriate Assessments). - Potential decrease in the number of planning applications resulting in reduced income reduced planning and other fee income. - Potential impact on the delivery of projects and programmes such as Council house building, 21st Century School Modernisation, and regeneration projects. - Potential impact on the economy, in particular meeting future economic and community needs 	17/10/2024 Review Summary: 17/10/24 - The actions have been reviewed and are still appropriate. For the river Wye SAC catchment Herefordshire County Council is about to tender for a Nutrient Management Plan update for the Welsh part of the catchment for completion by March 2025. The demonstrator project is at feasibility stage has commenced and will report its findings at the end of 2024. 18/07/2024 Review Summary: It is considered that the controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions to continue to be implemented. 18/01/2024 Review Summary: It is considered that the controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions to continue to be implemented. 21/07/2023 Review Summary: It is considered that the controls and actions are still appropriate. It is accepted that the situation is fluid and needs to be kept under constant review. Controls and actions to continue to be implemented.	Director or Head of Service <i>Cllr Jake Berriman</i> Gwilym Davies	15 15	Control or Action <ul style="list-style-type: none"> • Investigate if Marches partnership could help us mitigate • Investigate and action demonstrator projects' to act as good practice and encourage others to mitigate' • Development of action plans for river wye and usk by partnership with NRW, BBNPA, WG, Herefordshire County Council, DEFRA etc. • Investigate and report on what is currently being delayed because of the phosphate situation • Communicate to all stakeholder involved in development 	Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Control In Place

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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.	22/10/2024 Review Summary: Corporate Compliance Board and Education Property Compliance and Operational Safety Board are actively monitoring compliance and managing risk identified during statutory inspections. Any risk identified is assessed by the Strategic property team, with help from the Corporate Health and Safety team, and appropriate actions are taken to manage risk to an acceptable level. Condition surveys have been commissioned to identify program and planned maintenance priorities. Surveys are expected in quarter 3, which will then be evaluated in quarter 4 of the 2024/25 financial year. This will enable the identification of risks and inform the programme of works (maintenance and statutory compliance work) to be progressed through the available funding streams. 18/07/2024 Review Summary: Controls still considered appropriate. 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 (maintenance and statutory compliance) to be progressed through the available funding streams.	Director or Head of Service Cllr Jake Berrihan Matthew Perry	20 16	Control or Action • Monitor statutory compliance and implement remedial works and programme capital improvements to maintain service	Control In Place

Strategic Risk Register				Controls and Actions			
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			<p>22/04/2024 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.</p> <p>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 (maintenance and statutory compliance) to be progressed through the available funding streams.</p> <p>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.</p> <p>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.</p>	Director or Head of Service			

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Portfolio			Director or Head of Service		
			<p>22/04/2024 Review Summary: 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. It is hoped that this information will be available by July 2024.</p> <p>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.</p> <p>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.</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.	11/10/2024 Review Summary: Controls are in place and continue to be monitored 17/07/2024 Review Summary: We continue to identify contractors that could be at risk of solvency to ensure we minimise the councils exposure, this in turn means we have major projects that are completed. Although inflation is falling, we are still exposed to higher cost of materials and shortage of labour driving up those rates. We are carefully managing our tenders and letting of contracts to ensure we get value for money. 25/04/2024 Review Summary: Market Risk intelligence is shared with members of the Commercial Performance and Risk Board to be used by their contract managers in managing their contracts. 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.	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 Develop a Process for approval by S151 officers for minimising effect of Price Increases - replaced by PROC0008/007. Value Engineering &/or Material substitution Re-evaluate project timescales Value engineering Ukraine Cell Set up to report to Gold on consequences and to manage

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				Director or Head of Service		<ul style="list-style-type: none"> Build better connections with Powys schools & universities within Wales & just across the border in order to attract students 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 	Withdrawn Withdrawn Withdrawn