

## Strategic Risk Register

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Last Review	Director or Head of Service			Control or Action	Status

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CS0009  Jan Coles  <b>Escalated From :-</b> Children's Services	Ability to meet the requirements of the MTFS / Retaining grant funding around posts within Children's Services	<p>- Budget overspend / efficiencies not achieved</p> <p>- Loss of funding leading to an impact on budget and potentially reducing Early Help and Intervention and Prevention, which could increase costs of statutory services</p> <p>- Financial implications for the Authority - budget will suffer an overspend</p> <p>- Impact on other services/functions- Significant budget overspend</p> <p>- Reconfiguration of anti-poverty grants likely to have an impact</p>	<p>22/01/2020</p> <p>Review Summary: To date this year we have achieved savings however there is an increase in pressures, we continue to monitor this.</p> <p>Children looked after is currently sat at 239 following large sibling group coming in to the Care of the LA in November (5). Demand for the service can be unpredictable and the LA has a statutory duty to safeguard Children. However, this is significant work going on in the Service to shape the Market in Powys to ensure that we are able to provide high quality, cost effective provisions in County to meet the needs of our local population and support Children and Young People in our care to achieve the best possible outcomes.</p> <p>In addition to the pressure on our placement budget as described above, we also continue to have continued challenges in recruiting and filling our vacant posts and therefore have a continued reliance on agency staff.</p> <p>Funding by Welsh Government through grants is an aspect of delivering Children's Services. We have worked hard to make the most of the income and use on reducing demand and delivering channel shift. We are at the beginning of a programme of transformation, the benefits of which will not be fully felt for a number of years. Grants can be removed by Welsh Government. Work under way with the RPB to deliver big projects that will deliver big impact changes, e.g. multi agency funding of the early help hubs.</p> <p>The following wording 'Addressing the deficit in the FRM (£1.1million) for 2018/19' has been taken out of the risk title as it</p>	<p>Cllr Rachel Powell</p> <p><b>Alison Bulman</b></p>	9	9	<ul style="list-style-type: none"> <li>Budget challenge in respect of placement Budget overspend.</li> <li>Increase number of foster carers.</li> <li>Improvement to Edge of Care services.</li> <li>Reporting to Assurance Board, FSP, and Audit Committee</li> <li>Early help hub</li> <li>All other opportunities for grant funding being reviewed, managed and approached</li> <li>Core funding to be aligned to EI&amp;P and not just to rely on Welsh Government grants</li> <li>Future shape of service review</li> <li>Decrease use of agency staff</li> <li>Head of Service and Senior Managers routinely monitor with finance.</li> <li>Head of Service and Senior Manager control significant spend and staffing</li> <li>Budget challenge and scrutiny</li> <li>Budget plan in place to address pressures</li> <li>Opportunities for grant funding is continually explored with WG and all other bodies.</li> <li>The RPB has a key priority for EI&amp;P across all ages</li> <li>Re-structure of Children's Services implemented to develop more locality working and enable resilience</li> <li>Development of transformation plan</li> <li>Review of residential placements</li> </ul>	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p>

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			<p>refers to 18/19 and is out of date. The current risk in relation to the FRM will still be addressed this risk as it is covered by the ability to meet the requirements of the MTFS. Review Summary: To date this year we have achieved savings however there is an increase in pressures, we continue to monitor this.</p> <p>Looked after children numbers have reduced from 250 in December 2018, to 236 at end of September 2019. This demonstrates that the investment in intervention and prevention and early help services is taking effect.</p> <p>New process in place for reviewing high cost placement, being led by Senior Manager Corporate Parenting. 4th Qtr 18/19 Restructure to place focus on early help, prevention and intervention to prevent escalation at every point is taking place and is on track. Agency staff reduced to 39 Agency staff applying and being appointed to permanent positions Two consultants due to leave in May Continued focus on returning children from out of county placements Admission panel established, chaired by Head of Service, to enable practice to be guided and ensure oversight of all admissions to care Budget training for all managers Budget included as part of performance management in the service</p>				

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			4th Qtr 18/19 Restructure to place focus on early help, prevention and intervention to prevent escalation at every point is taking place and is on track. Agency staff reduced to 39 Agency staff applying and being appointed to permanent positions Two consultants due to leave in May Continued focus on returning children from out of county placements Admission panel established, chaired by Head of Service, to enable practice to be guided and ensure oversight of all admissions to care Budget training for all managers Budget included as part of performance management in the service				

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ED0022  Lynette Lovell  Escalated From :- Education	The council will be unable to manage the schools budget without extra resource and finance and this will affect every individual school in Powys that has a deficit budget.	If the school fails to do a budget deficit plan, warning letters will be issued to the schools and the Authority will consider whether to withdraw delegation. Should this occur, the Local Authority LA will have to resource financial advice and manage the schools budget for each school that has their delegated funding removed. This would need to be specialist advice from a service that is under-resourced so there may be financial implications.	17/01/2020  Review Summary: The authority issued an additional 11 warning notices in September 2019 to schools and meetings have been held with those schools with the Head of Service and Section 151 officer. These meetings were to discuss the actions required by the respective schools to halt the deficit and to look at how these deficits could be clawed back. As part of the budget process for 2020/2021 the Cabinet will be considering the funding pay awards, pensions and the creation of a TLR allowance. The TLR Allowance would be for the secondary schools and would be within the funding formula.  The authority issued an additional 11 warning notices in September 2019 to schools and meetings have been held with those schools with the Head of Service and Section 151 officer. These meetings were to discuss the actions required by the respective schools to halt the deficit and to look at how these deficits could be clawed back. As part of the budget process for 2020/2021 the Cabinet will be considering the funding pay awards, pensions and the creation of a TLR allowance. The TLR Allowance would be for the secondary schools and would be within the funding formula.	Cllr Phyl Davies  Lynette Lovell	12	9	• PIAP Action Plan	Action In Progress

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ED0023  Lynette Lovell  Escalated From :- Education	The council fails to make the necessary improvements in response to Estyn recommendations.	Failure to implement these recommendations will result in Estyn continuing to monitor the education service in Powys.	17/01/2020  Review Summary: The Post Inspection Action Plan is monitored weekly at the Schools SMT. It is also monitored monthly by the Improvement and Assurance Board with key themes being developed. These themes are Vision, ALN and Leadership. Estyn improvement conference has taken place on 28 November and as a result the PIAP has been approved.  The PIAP reports to the Transformation Board within the Council and there is a monthly leader's meeting to monitor progress.  The Post Inspection Action Plan is monitored weekly at the Schools SMT. It is also monitored monthly by the Improvement and Assurance Board with key themes being developed. These themes are Vision, ALN and Leadership. Estyn improvement conference has taken place on 28 November and as a result the PIAP has been approved.  The PIAP reports to the Transformation Board within the Council and there is a monthly leader's meeting to monitor progress.  Review Summary: The post inspection action plan has been drafted and was presented to Estyn on 28/29th November 2019.	Cllr Phyl Davies  Lynette Lovell	12	9	• Implementation of the PIAP	Action In Progress

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FIN0001  <a href="#">Jane Thomas</a>  <b>Escalated From :-</b> Financial Services	The Council is unable to manage the level of financial cuts required by the Welsh Government and the relatively poor funding position	- The Council incurs significant overspend - Projected budget will suffer an overspend - Penalties and fines may be imposed - Council reputation damaged	07/01/2020  Review Summary: Cabinet are finalising a balanced budget proposal for 2020/2021 with a 5 year medium term plan which identifies the projected budget gaps for the 5 year period. Integrated business planning will continue to be embedded and improved across the organisation to ensure that the council can deliver its vision outcomes and objectives whilst maintaining a balanced budget and financial stability over the medium and longer term.  Review Summary: 2nd Qtr 19/20, Integrated Business Planning in place, Service proposals submitted, Cabinet continue to develop a draft budget plan. Engagement with the wider Council membership, and consultation with the public commencing and development of the budget simulator. 1st Qtr 19/20 Scenario planning in place and projected budget gap calculated, development of budget commenced with Cabinet. Development of Integrated Business Planning and new approach to budgeting, focusing on outcomes. Budget planning over a 3 years rather than 1 financial year	Cllr Aled Davies  Jane Thomas	16	9	<ul style="list-style-type: none"> <li>• Medium Term Financial Strategy</li> <li>• Cost Recovery work</li> <li>• 3rd party spend reduction</li> <li>• Income Generation</li> <li>• Monthly reports to cabinet and Management Team on budget progress and progress on savings</li> <li>• Budget Challenge Events</li> <li>• Moved to a 3 year balanced budget</li> </ul>	Withdrawn  Withdrawn  Withdrawn  Withdrawn  Withdrawn  Withdrawn

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ICT0010  Helen Dolman  <b>Escalated From :-</b> Digital Services	Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018	<ul style="list-style-type: none"> <li>- Potential fine of up to £17,000,000 or 4% of annual turnover</li> <li>- The Council is subject to regulatory data protection audits</li> <li>- Reputational damage</li> <li>- Regulatory enforcement action</li> <li>- Detriment to the data subjects</li> <li>- Civil action and associated consequences</li> </ul>	<p>10/01/2020</p> <p>Review Summary: A breach of the GDPR and or Data Protection Act 2018 can occur not just through the disclosure of information, but by failing to comply with many aspects of the legislation. For example no provision of privacy notices, technical and organisational measures not being in place, data processing agreements not in place when personal data is being transferred to organisation processing our personal data, failing to meet timescales in the undertaking of subject access requests, failing to enable the public to exercise their rights of rectification, erasure etc.</p> <p>The IMAG planning overseen by CIGG, and the work of the CIOG support the Council's plans to reduce the potential to fail to meet the above obligations.</p> <p>Review Summary: Work continues on the IMAG plan with CIGG, which has been cancelled in September and October. Monthly discussions with SIRO ensure issues raised to EMT level.</p> <p>Review Summary: Controls and actions taken in an attempt to prevent a breach of data protection legislation and the resulting financial, and reputational risk are wide ranging due to the volume and purposes of processing personal data by the organisation. CIGG agreed the IMAG plan for 2019-2021 in March 2019, as such DPO to develop plans to monitor compliance with data protection legislation using the Information Asset Registers as a baseline.</p> <p>4th qtr 18/19 Review of some policies, training and awareness raised. Changes to mandatory training agreed</p> <p>Review Summary: restructure change of owner</p>	<p>Cllr Graham Breeze  Diane Reynolds</p>	12	12	<ul style="list-style-type: none"> <li>• Staff training</li> <li>• - Information Asset Register</li> <li>• - Development of internal records of processing</li> <li>• - Ensure signed agreements are appropriately stored</li> <li>• - Develop data controller vs data Processor check list for services</li> <li>• Review of postal checking regimes in place</li> <li>• Provision of information to EMT, HoS, and Team Meetings</li> <li>• - Presentations to schools</li> <li>• GDPR Surgeries</li> <li>• - Review current ISP in line with revised versions</li> <li>• Communication Plan</li> <li>• - Policies and Procedures</li> <li>• - Review existing Data Processing agreements</li> <li>• - Information sharing protocols</li> <li>• - Data sharing agreements</li> <li>• - Identify where information sharing takes place</li> <li>• - Implement revised WASPI Accord and templates</li> <li>• - Revised centralised ISP register to link to information Asset and Record of Processing Activities (ROPA)</li> <li>• - Create policy on services undertaking due diligence potential processors</li> <li>• - Create log of data processors and agreements linking to information asset and ROPA</li> </ul>	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action Completed</p> <p>Action Completed</p> <p>Action Completed</p> <p>Action Completed</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Withdrawn</p> <p>Withdrawn</p> <p>Withdrawn</p> <p>Withdrawn</p> <p>Withdrawn</p> <p>Withdrawn</p> <p>Withdrawn</p>



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ICT0029  <a href="#">Julie Davies</a>  <b>Escalated From :-</b> Digital Services	Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber attack or Incident.	Loss of Information systems until they can be successfully restored. Loss of data, inability to access data or public disclosure of Personal Data. Cyber risk could materialize in a variety of ways, such as: <ul style="list-style-type: none"> <li>Deliberate and unauthorized breaches of security to gain access to information systems.</li> <li>Unintentional or accidental breaches of security.</li> <li>Operational IT risks due to factors such as poor system integrity.</li> </ul>	30/12/2019  Review Summary: Continued improvements to Patching and compliance monitoring procedures. Continuing to work on actions identified in the Cyber Security Improvement plan. Continuing to develop Advanced Threat detection and Security improvements using O365 tools Review Summary: 3rd Qtr 19/20 1st 19/20 Quarterly review, Mitigating action and improvement plan still in place. Major Incident response process in development 4th Qtr 18/19 1. Cyber Security plan continues to be actioned, developed and maintained. 2. Cyber Essential Accreditation achieved, Cyber Essentials + accreditation is in progress. 3. Disaster Recovery Policy is in place which sets out our aspirations towards having a fully documented and operational Disaster recovery procedure. We realise there is a lot more work to be undertaken in developing the plans and procedures required to support the policy and to having a fully documented DR manual. We require a lot more input from Service areas to be able to plan and agree recovery time objectives and priorities to complete these plans.	Cllr Graham Breeze  Diane Reynolds	12	9	<ul style="list-style-type: none"> <li>Major Incident response processes</li> <li>Disaster Recovery Procedures</li> <li>Cyber Security Improvement Plan</li> <li>Cyber Security Certification</li> </ul>	Action In Progress  Action In Progress  Control In Place  Control In Place

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PCC0002  Greg Thomas	The impact on the Council as a result of Brexit.	<ul style="list-style-type: none"> <li>- Increased service demand;</li> <li>- Relocation from the EU to Powys of families - estimated at 500;</li> <li>- Fuel shortages;</li> <li>- Loss of access to external (EU) funding programmes;</li> <li>- Reduced income to Powys County Council;</li> <li>- External market factors;</li> <li>- GDPR compliance;</li> <li>- Potential financial crash;</li> <li>- Unable to recruit/retain staff (EU Nationals);</li> <li>- Employee workload;</li> <li>- Delays/disruption to food and/or essential supplies.</li> </ul>	<p>16/01/2020</p> <p>Review Summary: Following the successful vote on the 2nd reading of the Withdrawal Agreement Bill, the Prime Minister confirmed that Operation Yellowhammer should be halted with immediate effect due to the decreased likelihood of the UK leaving the EU without a deal on 31 January 2020. This means that the operational phase of Yellowhammer will not now be stood up in January 2020 and no further preparation is needed for a no deal exit on 31 January 2020.</p> <p>However, whilst we are standing down no deal preparations, Powys County Council are continuing to work to ensure that any adverse impacts of Brexit are mitigated as far as possible. Powys County Council are also working to identify opportunities to the organisation that may arise from Brexit. Work has been done to ensure that citizens are best placed to understand the changes that Brexit will bring.</p> <p>At this stage we are now awaiting guidance from the Welsh Local Government Association (WLGA) and Welsh Government, to ensure that we are best placed for the transition period. A Strategic Brexit Risk Register is held, and reviewed by the Strategic Brexit Coordination Group. Review Summary: The Strategic Brexit Coordination Group (BCG) has conducted impact assessments, and where appropriate controls and monitoring are in place. PCC is prepared as far as practicable for any Brexit scenario, and we wait further guidance for UK and Welsh Government. A Strategic Brexit Risk Register is held, and reviewed on a monthly basis. Further explanation is provided in the risk report.</p>	<p>Cllr Rosemaire Harris</p> <p>Nigel Brinn</p>	12	9	<ul style="list-style-type: none"> <li>• Close monitoring</li> <li>• Continue to monitor economic indicators</li> <li>• Ongoing dialogue with external advisers</li> <li>• Cabinet briefed</li> <li>• Advice from pension advisers</li> <li>• Continue to work with WEFO</li> </ul>	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p>

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			<p>Review Summary: Risk has been reviewed and risk rating increased due to the current uncertainties regarding Britain's exit from the European Union, and a potential 'No-Deal' Scenario on October 31st 2019. The Strategic Brexit Coordination Group (BCG) has conducted impact assessments, and where appropriate controls and monitoring are in place. PCC is prepared as far as practicable for any Brexit scenario, and we wait further guidance for UK and Welsh Government.</p> <p>Review Summary: Risk has been reviewed in light of the latest announcements from the EU, and the establishment of the internal Strategic Brexit Co-Ordination Group.</p> <p>4th Qtr 18/19</p> <ul style="list-style-type: none"> <li>- The Strategic Brexit Co-Ordination Group has been established, which has identified 82 service level, and 11 strategic potential impacts as a result of Brexit. Where appropriate, mitigation has been put in place for these impacts.</li> <li>- Latest negotiations between the UK Government and the EU have suggested that a no deal Brexit is increasingly unlikely, therefore the risk level has been reduced.</li> </ul> <p>Review Summary: Ownership of Risk moved</p>				

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PCC0003  Caroline Turner	The council receives a negative regulatory / inspection report	<ul style="list-style-type: none"> <li>- Meeting regulatory and legislative duties</li> <li>- Managing demand on the service</li> <li>- Recruitment and retention of staff</li> <li>- Staff morale</li> <li>- Reputational damage</li> </ul>	<p>08/01/2020</p> <p>Review Summary: On behalf of Caroline Turner: Regulatory Services continue to receive a high level of scrutiny and support across the Council. Robust support and challenge arrangements continue to be in place for Social Services, and are now in place for Education Services under the auspices of the Improvement and Assurance Board, as well as the Leader's Monthly Group Leaders meetings, and Scrutiny Committee arrangements. We are also ensuring that improvements in Housing are prioritised so that we can quickly demonstrate compliance with regulatory requirements. Whilst progress is being made in all areas this will continue to be a key focus for the Council for the rest of 2020.</p> <p>Review Summary: Qtr 2 – Estyn undertook an inspection of education services in July 2019, and their report was published in Sept. Estyn noted that they had significant concerns about the education services and made five recommendations for the council to address, which the council accepts in full. A post-inspection action plan is being prepared and will be discussed with Estyn at a post-inspection meeting in November 2019. The Schools Transformation Board has been re-established, regular reports will be submitted to Learning and Skills Scrutiny Committee and the Leader is establishing a Group Leaders' meeting that will meet monthly to consider progress in implementing the recommendations.</p> <p>CIW continue to monitor Social Services and we expected full inspections of Children Services and Adult Services over the 12 months.</p>	<p>Cllr Rosemaire Harris</p> <p>Caroline Turner</p>	20	20	<ul style="list-style-type: none"> <li>• Improvement and assurance board</li> <li>• Improvement plans</li> <li>• Communications strategy (internal/external)</li> <li>• close working relationships with regulators</li> <li>• corporate support provided to services</li> <li>• close working relationship with WG</li> </ul>	<p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p>

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PCC0004 <a href="#">Ness Young</a>	Significant long term decrease in the working age population impacts on Council's ability to recruit and retain or commission the workforce it requires	Council is unable to secure the services needed by the local population, including care and assessment provision, education, waste, highways, housing culture and support services.	<p>23/01/2020</p> <p>Review Summary: In Quarter 3 the Council published its workforce strategy and as part of the RPB we have produced a final draft of the Workforce Futures Strategic Framework for the Powys health and social care workforce.</p> <p>The Council has mapped current activity around skills development across the county and has recently met colleagues from Ceredigion Council and agreed to develop a skills strategy for the Mid Wales Region, aligned to the Mid Wales Growth Deal.</p> <p>The Council has launched an apprenticeship talent pool and a joint apprenticeship programme with Powys Teaching Health Board.</p> <p>An action plan has also been develop to improve the recruitment and retention of Qualified Social Workers in Children's Services.</p>	<p><i>Cllr</i> <i>Graham Breeze</i> <b>Ness Young</b></p>	25	20	<ul style="list-style-type: none"> <li>• increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches</li> <li>• Developing digital solutions and services</li> <li>• Promoting Powys as a place to live, visit and do business</li> <li>• Improving skills and supporting people to get good quality jobs</li> <li>• Developing a health and care workforce for the future</li> <li>• Improving the skills and employability of young people and adults</li> <li>• Support communities to be able to do more for themselves and reduce demand on public services</li> <li>• Develop an Adults' Service recruitment and retention strategy, based on a strong brand promoting positive values and working/l</li> <li>• Formal partnership with the Open University and secondment of students</li> <li>• Build better connections with schools within Powys and universities within Wales and just across the border in order to attrac</li> <li>• Improving education attainment of all pupils</li> <li>• Developing a workforce strategy which ensures Council is an excellent employer</li> <li>• Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications t</li> <li>• Consideration of a joint bank of staff available to maintain staffing levels and reduce risk</li> <li>• Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care ro</li> <li>• Conduct research to understand the workforce profile in health and social care</li> <li>• Telehealth and telecare</li> </ul>	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p>

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			<p>2nd Qtr 19/20</p> <p>Review Summary: Draft health and social care strategic framework has been developed</p> <p>Overall risk progress: Draft health and social care strategic framework has been developed</p> <p>2nd Quarter progress of supporting mitigating actions are as follows:</p> <p>Developing digital solutions and services</p> <p>-A Digital First Executive Group has been established under the Health and Care Strategy and a Strategic Framework is in development</p> <p>Improving education attainment of all pupils</p> <p>-In secondary schools, new qualifications have been introduced during the past three years. Welsh Government have also introduced interim key stage 4 performance measurement arrangements with a change from Level 2 qualifications (A*- C) to Capped 9 Average Point Score.</p> <p>Key stage 4 and 5 data within the report remains provisional as we await the verified data available in December 2019.</p> <ul style="list-style-type: none"> <li>In Powys, there was an improvement of 6.1 points in the average Capped 9 points score for individual pupils.</li> <li>The average Capped 9 point score has increased in 7 out of 11 Powys secondary schools.</li> <li>Across ERW, the average Capped 9 point score increased by 10.9 points. Powys is ranked 3rd across the ERW local authorities.</li> </ul> <p>Developing a workforce strategy which ensures Council is an excellent employer</p> <p>-Draft Council workforce strategy has been produced</p>				

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			<p>Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications</p> <p>-Rural academy proposal is being developed by the Workforce Futures Board as part of the Workforce Futures Strategic Framework</p> <p>Consideration of a joint bank of staff available to maintain staffing levels and reduce risk</p> <p>-Proposal being developed</p> <p>Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care roles</p> <p>-Joint apprenticeship scheme now in place</p> <p>Conduct research to understand the workforce profile in health and social care</p> <p>-Research complete and underpins draft Workforce Futures Strategic Framework</p> <p>-All other mitigating actions that support this risk have nothing to report this quarter.</p> <p>Review Summary: 1st Qtr 19/20</p> <p>No change this quarter</p>				

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			<p>Review Summary: 4th Qtr 18/19</p> <p>Powys as a whole faces a significant long-term workforce challenge because demographic change is leading to an increase in older people (75+) and a decline in the number of people of working age. This information is based upon the Welsh Government Population Projections (2016) - <a href="http://pstatic.powys.gov.uk/fileadmin/Docs/Statistics/Themes/Population/R_POPPROJ_19-09-10129-2016-en.pdf">http://pstatic.powys.gov.uk/fileadmin/Docs/Statistics/Themes/Population/R_POPPROJ_19-09-10129-2016-en.pdf</a></p> <table><tr><td>Age Group</td><td>2014</td><td>2019</td></tr><tr><td>2029</td><td>2039</td><td></td></tr><tr><td>Working Age (16-64)</td><td>77,200</td><td>73,500</td></tr><tr><td>65,200</td><td>56,900</td><td></td></tr><tr><td>75+</td><td>15,100</td><td>17,600</td></tr><tr><td>24,000</td><td>28,200</td><td></td></tr></table> <p>The figures suggest that compared to 2014 there are now approximately 4,000 fewer people of a working age in Powys. In ten years' time that figure will have increased to 12,000 (ie a 15% reduction in our working age population) at the same time as we will see an increase in over 75s of nearly 60%. This risk will impact on the whole council, albeit some services may feel the impact at different times. We therefore need to take a whole council approach to our management of this risk. Vision 2025 sets out the Council's Improvement Plan for the next five years and there are a number of commitments contained in that document that will help to mitigate this risk, including:</p> <p>Promoting Powys as a place to live, visit and do business - Head of Housing and Community Development</p> <p>Improving skills and supporting people to get good quality jobs- Head of Education</p> <p>Developing a health and care workforce for the future - Head of Workforce and Organisational Development</p>	Age Group	2014	2019	2029	2039		Working Age (16-64)	77,200	73,500	65,200	56,900		75+	15,100	17,600	24,000	28,200					
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			<p>Developing digital solutions and services - Corporate Director - Transformation</p> <p>Improving education attainment of all pupils - Head of Education</p> <p>Improving the skills and employability of young people and adult - Head of Education</p> <p>Support communities to be able to do more for themselves and reduce demand on public services -Head of Housing and Community Development</p> <p>Developing a workforce strategy which ensures Council is an excellent employer - Head of Workforce and Organisational Development</p> <p>In addition, Adult Social Services and Children's Services are taking a number of specific actions, supported by Workforce and Organisation Development to tackle the issue, which is already having a significant impact in domiciliary care staff recruitment and social work recruitment. Here there are areas where recruitment and retention is more difficult, including mental health social workers who are AMHP qualified, where a number of recent campaigns resulted in 19 applicants but only two people being appointed. Within domiciliary care, it is becoming more difficult for providers to recruit staff.</p> <p>Actions that are being taken forward in 2019-20 to mitigate the immediate social care risks include:</p> <p>Increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches - Head of Commissioning (Children's and Adults)</p> <p>Develop an Adults' Service recruitment and retention strategy, based on a strong brand promoting positive values and working/living environment - Head of Workforce and</p>				

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			<p>Organisational Development</p> <p>Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications to support role requirements within the Council and the Health Board - Head of Workforce and Organisational Development</p> <p>Formal partnership with the Open University and secondment of students - Head of Adult Services and Head of Children Services</p> <p>Consideration of a joint bank of staff available to maintain staffing levels and reduce risk - Head of Workforce and Organisational Development</p> <p>Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care roles - Head of Workforce and Organisational Development</p> <p>Build better connections with schools within Powys and universities within Wales and just across the border in order to attract younger people to work in Powys - Head of Education</p> <p>Conduct research to understand the workforce profile in health and social care - Head of Workforce and Organisational Development</p> <p>Telehealth and telecare - Head of Commissioning (Children's and Adults)</p> <p>Review Summary: Reviewed 07/02/19</p>				

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PPPP0007  Gwilym Davies  <b>Escalated From</b> :- Property, Planning, and Public Protection	Heart of Wales Property Services (HOWPS)	<ul style="list-style-type: none"> <li>- Failure of statutory functions.</li> <li>- Failure to perform repairs and maintenance.</li> <li>- Failure to achieve projected savings.</li> <li>- Reputational damage to PCC.</li> <li>- Cost to PCC for poor performance.</li> <li>- Officer time costs (due to additional workload).</li> <li>- Financial Risk to HRA and wider Authority.</li> <li>- Critical Wales Audit Office Report.</li> <li>- Non-delivery of key projects due to lack of resources.</li> <li>- Financial Risk to HRA and wider Authority.</li> <li>- Critical Wales Audit Office Report.</li> </ul>	16/01/2020  Review Summary: 3rd Qtr. 19/20: <ul style="list-style-type: none"> <li>Continued monitoring of HOWPS performance via monthly Contract Management Forums.</li> <li>Additional monitoring now in place of HOWPS performance with service-specific meetings to monitor various issues including statutory testing, complaints, asbestos tracking, void management and the inspection and servicing of domestic heating systems.</li> <li>A Rectification Plan has been received from HOWPS for services, provided for both Corporate and Housing, which are falling below the acceptable performance level. The Rectification Plan in its original form was rejected by the Council. A revised Rectification Plan is now awaited from HOWPS.</li> </ul> Review Summary: 2nd Qtr 19/20: <ul style="list-style-type: none"> <li>Performance monitoring in place.</li> <li>Pre-Board meetings attended by key internal stakeholders have been set up to discuss high level issues. Actions from meeting escalated to HOWPS Board.</li> <li>Communication plan reviewed monthly.</li> </ul> Review Summary: 1st Qtr 19/20 <ul style="list-style-type: none"> <li>Performance monitoring in place.</li> <li>Pre-Board meetings attended by key internal stakeholders have been set up to discuss high level issues. Actions from meeting escalated to HOWPS Board.</li> <li>Communication plan reviewed monthly.</li> </ul> 4th Qtr 18/19 <ul style="list-style-type: none"> <li>Performance monitoring in place.</li> <li>Communication plan reviewed monthly.</li> </ul>	Cllr Phyl Davies  Nigel Brinn	9	9	<ul style="list-style-type: none"> <li>Potential to invoke step in clauses for specific parts of the contract in line with contract</li> <li>Awaiting consultation resource plan.</li> <li>Performance monitoring</li> <li>Utilisation of contract document to escalate issues.</li> <li>Development of evidence and fall-back systems</li> <li>Introduced weekly officer level meetings</li> <li>Development of contingency plans for contract failure</li> <li>Head of Service on HOWPS Board of Directors.</li> <li>Portfolio Holder on HOWPS Board of Directors.</li> <li>Escalation of risk and concerns to Chief Executive and Strategic Directors.</li> <li>Recovery plan submitted by Kier on behalf of HOWPS.</li> <li>Additional resources allocated by Kier (3.5 FTE Change Managers).</li> <li>Close monitoring by Directors/Portfolio Holder/Chief Executive/Strategic Directors.</li> </ul>	Action In Progress  Action In Progress  Action In Progress  Action In Progress  Action In Progress  Action In Progress  Action In Progress  Control In Place  Control In Place  Control In Place  Control In Place  Control In Place

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PPPP0008  Gwilym Davies  <b>Escalated From</b> :- Property, Planning, and Public Protection	Lack of adequate resilience planning	'- Non-compliance with Civil Contingencies Act (CCA) 2004 - Failure to deliver critical services in the event of a declared emergency or event - Disruption to business as usual activities	17/01/2020 Review Summary: 3rd Qtr. 19/20 • The 2019 SWAP audit was completed, and feedback was Crisis management is well controlled in partnership with the Local Resilience Forum • 4 Gold officers trained; • 5 officers are booked in for Silver training (courses April and October 2020). • Loggist training delivered (in conjunction with PTHB) to 6 PCC staff. An additional 4 staff will be trained in 2020. • 1 officer working towards Level 3 Education & Training in order to deliver more in-house training in conjunction with PTHB. Review Summary: 2nd Qtr 19/20 • Service and Corporate Business Continuity Plans fully updated; • Creation of new Incident Management Guide (in draft form); • Review of contingency planning documents underway; • Four Gold/Strategic Officers Trained; • Loggist masterclass training undertaken by Civil Contingency team member, this will be delivered to other officers throughout quarter three; • Participation in Exercise Wales Connect; • Continued engagement at multi-agency Local Resilience Forum meetings. Review Summary: 1st Qtr 19/20 - Three SLT members have completed gold training. - Loggists, silver and gold training being requested. - Operation Wales Connet planned for July 2019 (Training) 4th Qtr 18/19 -Gold training to be promoted to SLT. -Two SLT enlisted on gold training. -Emergency planning awareness presentation to SLT completed 10/04/2019.	Cllr Phyl Davies  Nigel Brinn	6	4	• '- Education and training programme • - Business Continuity Management (BCM) Group • - Service Business Continuity Plans (BCP) • - Corporate BCP • - Major Incident Plan • - Self-evaluation of BCM incorporated into SIP process • - PCC representation on Dyfed Powys Local Resilience Forum (LRF) • - 24/7 Duty Emergency Planning Officer to facilitate PCC response	Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

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