

Appendix A

Risk on a Page

Risk Title : Pupil attainment and achievement

Risk ID : 94

Description : If pupils do not receive a very good education then they will not achieve the right qualifications and skills to take advantage of the Swansea Bay City Deal and contribute effectively to the economic prosperity of the city.

Risk Level : Corporate

Responsible Officer : Helen.Morgan-Rees

Councillor : Robert Smith

Inherent Risk : 16

Last Update : 03/07/2023

Historical RAG :

Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
9	6				12			9	9	9	

Current Control Measures

Attendance: Develop and publish new Attendance Strategy. That will include producing a revised attendance policy and a clear, concise guide to the work of the Education Welfare Service. The recommendations of the 2019/20 consultation are under review to ensure that processes are fit for current purposes, and aligned to national, regional and local strategies, given the Post Covid-19 landscape. Welsh Government Attendance Guidance will be published in autumn 2023/24. New Attendance Strategy now going to Cabinet and will be shared with schools in the autumn term 2023/2024.

Last Update

03/07/2023

Risk Response

Treat

Projected Completion

31/12/2023

Ongoing Estyn inspection and regulatory activity. The Estyn framework supports the definition of good quality education in schools and supports the mitigation of a bad education where too many barriers to learning such as low attendance, high exclusion rates, poor behaviour and insufficient support for vulnerable learners, including those needing additional learning provision (ALP) remain in place. We meet regularly with our Local Authority Link Inspector (LALI) to review current performance against the framework.

03/07/2023

Treat

31/08/2023

Monitoring and evaluation visits: The School Improvement Team visit schools regularly and report back on their findings to aid with school improvement across all schools. If required, more intensive support can then be provided from LA officers and working with Partneriaeth our regional Professional Learning partners.

03/07/2023

Treat

31/10/2023

Quality Assurance of Reports: A sample of reports are quality assured to ensure that all reports are evaluative and offer clear feedback to schools. Any school in an Estyn category now has a report authored by the School Improvement Adviser to advise the Cabinet Member and Director of progress.

03/07/2023

Treat

31/08/2023

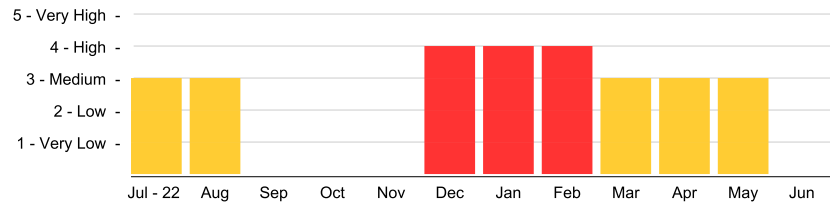
School Profiler and School Issues: A school profiler is used across the Directorate and by internal partners to record school issues; this feeds into a monthly School Issues meeting that provides oversight of all schools and allows support to be provided in a timely and coherent way. These meetings continue to be held monthly with clear actions taken to support schools.

03/07/2023

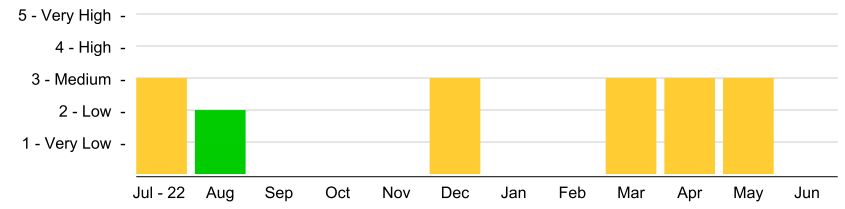
Treat

31/08/2023

Current Impact :



Current Likelihood :



Risk on a Page

Risk Title : Safeguarding

Risk ID : 153

Description : If our safeguarding arrangements are not sufficiently robust (particularly with regards being able to fund, recruit and retain sufficient qualified social workers; ensure placement sufficiency for looked after children and be able to provide or commission sufficient social care for adults with assessed care and support needs), then we will not be doing everything we possibly can to prevent the death, injury or neglect of a child or vulnerable adult and consequential reputational damage.

Risk Level : Corporate

Responsible Officer : David.Howes

Councillor : Louise Gibbard

Inherent Risk : 25

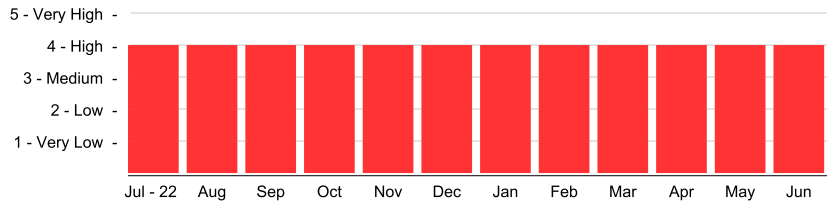
Last Update : 16/06/2023

Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
	16	16	16	16	16	16	16	16	16	16	16	16

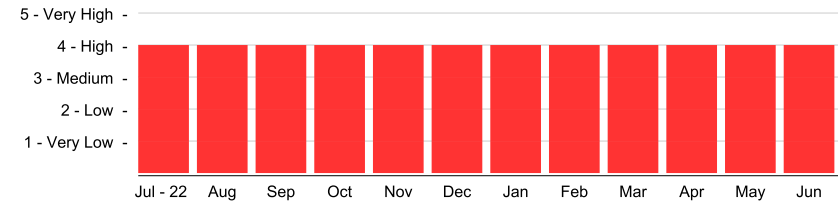
Current Control Measures	Last Update	Risk Response	Projected Completion
Work with the Health Board to review the current level of partner financial contributions to the funding of integrated intermediate care services (inc maximising regional and national income opportunities) to ensure an effective service offer that reduces or delays recourse to long term managed care (within the Council's overall available financial resources)	16/06/2023	Treat	31/03/2024
Monitor the effectiveness of safeguarding arrangements bi-monthly at the childrens and adults performance scrutiny panels, the corporate safeguarding board and the regional safeguarding board, quarterly at CMT and monthly at PFM and take appropriate remedial action	07/03/2023	Treat	01/03/2024
Invest in the Council's direct care provision services to maximise capacity and reduce reliance on independently commissioned care services for adults (within the Council's overall available financial resources)	07/03/2023	Treat	01/03/2024
Provide specific advice to Welsh Government as to how they can safely implement the eliminate profit from children services policy commitment (including supporting the growth of not for profit looked after children care provision) to avoid inadvertently exacerbating the current lack of placement sufficiency for looked after children	07/03/2023	Treat	01/03/2024
Implement new models for the commissioning local independent domiciliary care provision to build capacity inc. by supporting providers to provide a fair and competitive wage to their staff (within the Council's overall available financial resources)	07/03/2023	Treat	01/03/2024
Invest in increasing the number of Foster Wales Swansea foster carers and the number of in-house residential care beds for children (both locally and regionally) whilst decreasing reliance on independently commissioned foster and residential care placements (within the Council's overall available financial resources)	07/03/2023	Treat	01/03/2024

Current Control Measures	Last Update	Risk Response	Projected Completion
Implement effective recruitment processes both within the Directorate and the corporate centre (including maintaining a sufficient workforce infrastructure) to ensure that there are no avoidable delays in recruiting to essential posts determined as necessary to maintain a safe and effective social services function (within the Council's overall available financial resources)	07/03/2023	Treat	01/03/2024
Implement a weekly Directorate workforce planning meeting to consider and prioritise all new recruitment requests to ensure that new recruitment is focussed on the maintenance of a safe and effective service and complies with current spending restrictions and supports delivery of the Council's MTFP	07/03/2023	Treat	01/03/2024
Prioritise and target resources at maintaining care and support for those individuals in most critical need or at risk of suffering harm as part of the emergency planning infrastructure and re-prioritisation of the Councils COVID-19 Recovery Plan.	07/03/2023	Treat	01/03/2024
Remodel the workforce infrastructure for social services including investment in capacity of alternatively qualified staff (both frontline and back-office staff) to take on functions that can be safely delivered by a non-registrant workforce (within the Council's overall financial resources)	07/03/2023	Treat	01/03/2024
Recruit agency social workers to cover critical gaps in social work capacity	07/03/2023	Treat	01/03/2024
Prioritise maintaining investment in and maximising income for the funding of prevention and wellbeing services that reduce or delay recourse to statutory services and managed care and support for children and adults who would otherwise develop care and support needs (within the Council's overall available financial resources)	07/03/2023	Treat	01/03/2024
Implement a 'grow your own' strategy to support an increase in the number of internal staff to pursue the social work qualification	07/03/2023	Treat	01/03/2025
Prioritise a sufficient budget allocation (within the Council's overall available financial resources) to maintain the Council meeting at least the minimum level of statutory service across childrens and adults services	07/03/2023	Treat	01/03/2024
Implement a social work academy in children services to support newly qualified staff to gain the skills and experience to become competent child protection practitioners	07/03/2023	Treat	01/03/2024
Work with NPT Council and the Swansea Bay Health Board to implement a recruitment strategy for overseas staff to fill critical workforce shortages across health and social care	07/03/2023	Treat	01/03/2024

Current Impact : 4 - High



Current Likelihood : 4 - High



Risk on a Page

Risk Title : Financial Control - MTFP Delivery

Risk ID : 159

Description : If we fail to deliver the Councils MTFP and maintain sufficient financial control, and in particular do not ensure we contain service overspending, especially now inflation is embedded at levels far above the expectation of around 2%, then we will not be able to respond appropriately to continuing austerity, demographic pressures, increasing demand and price pressures and changing public expectations.

Risk Level : Corporate

Responsible Officer : Ben.Smith

Councillor : Robert Stewart

Inherent Risk : 25

Last Update : 15/06/2023

Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
	25	25	25	25	25	25	25	25	20	25	25	25

Current Control Measures

Further development work to progress on transformation agenda over medium term through Achieving Better Together reshaping programme.

Last Update

29/03/2023

Risk Response

Treat

Projected Completion

30/06/2023

The S151 Officer to issue forthright and formal advice on the adequacy of budgets as part of budget setting, including the central inflation provision and contingency over the medium term taking into account all known pressures including prices.

29/03/2023

Treat

30/06/2023

Agree modest virements in conjunction with the S151 Officer and report more sizeable issues for decision through Cabinet on S151 Officer advice around releases from central inflation provision (£4m) and contingency (£3.5m) in year.

29/03/2023

Treat

30/06/2023

PFM (Performance and Financial Management/Monitoring) process monthly is well established and understood by all officers with appropriate escalation mechanism to S151 Officer, Chief Executive and Cabinet if non compliance

29/03/2023

Treat

30/06/2023

Agreed and well established quarterly reporting plan in place to document and record at Cabinet all actions or non actions in services to contain spending

29/03/2023

Treat

30/06/2023

Extant spending restrictions published to all staff and reviewed and many controls continue to be directly exercised by CMT in relation to filling vacant posts, restructures, regrades and committing contract sums

29/03/2023

Treat

30/06/2023

Services to ensure that inflation pressures are managed and contained within cash limits agreed at the time the budget and MFTP are set.

29/03/2023

Treat

30/06/2023

Compliance within Financial Procedure rules so that spend remains within budget, including permitted virements.

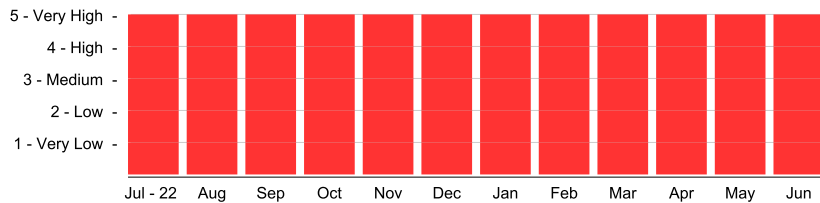
29/03/2023

Treat

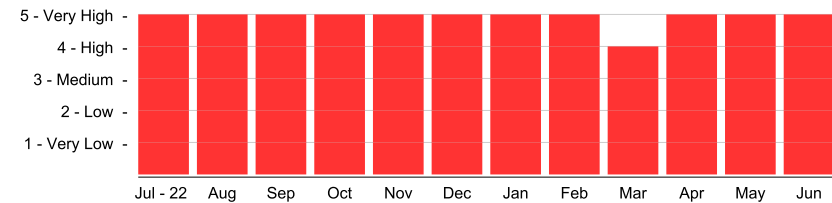
30/06/2023

Current Control Measures	Last Update	Risk Response	Projected Completion
Identify uncontrollable inflation pressures as variances in the monthly PFM budget reporting cycles and quarterly through to Cabinet.	29/03/2023	Tolerate	30/06/2023
As part of the quarterly Revenue and Capital Budget Monitoring Reports to Cabinet, continue to monitor and report on slippage in Capital schemes and the effects on Capital schemes of price inflation affecting supplies and materials, including mitigating actions such as agreeing cost increases through FPR7 procedures.	29/03/2023	Tolerate	30/06/2023
Covid disruption	29/03/2023	Tolerate	30/06/2023
COVID-19 Recovery Plan : Future Council - Finance - New MTFP. Linkages with Achieving better Together Can be refreshed after CSR 2021. Do expect multi year settlement from Welsh Government a possibility which will aid medium term certainty.	29/03/2023	Treat	30/06/2023

Current Impact : 5 - Very High



Current Likelihood : 4 - Very High



Risk on a Page

Risk Title : Cyber, data and digital security

Risk ID : 222

Description : If the council does not have robust cyber, data and digital security measures and systems and behaviours in place, embedded and working as best as they can be then it will not be protected from cyber threats, disruption to service delivery, possible loss of information including confidential information and associated fines and reputational damage.

Risk Level : Corporate

Responsible Officer : Sarah.Lackenby

Councillor : Andrea Lewis

Inherent Risk : 20

Last Update : 28/06/2023

Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
	15	15	15	15	15	15	15	15	15	15	15	15

Current Control Measures

PSN underway for 2023.

Last Update

28/06/2023

Risk Response

Treat

Projected Completion

31/10/2023

New tools from Microsoft being reviewed to provide phishing test as part of continued vigilance and education to users on cyber security

28/06/2023

Treat

31/08/2023

DR test training completed for Digital Services team. Simulated test of a cyber attack. Training to be provided to HoS and CMT

28/06/2023

Treat

31/07/2023

Constant monitoring and surveillance of cyber risks by Security Office using system and tools in place. Situation reported monthly to Digital Services Board and Information Governance Board chaired by SIRO.

30/05/2023

Treat

31/12/2023

Communication to users to keep up awareness

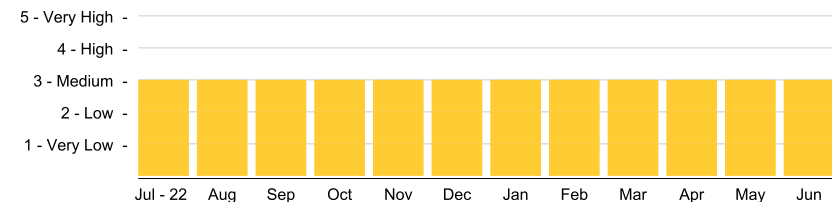
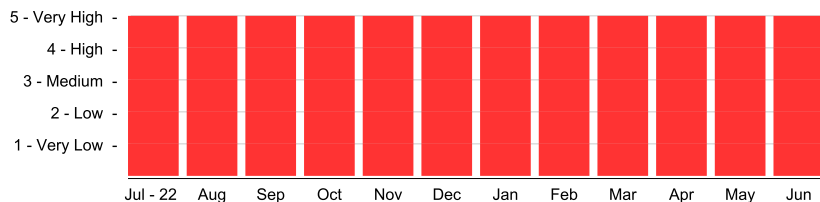
30/05/2023

Treat

30/09/2023

Current Impact : 5 - Very High

Current Likelihood : 3 - Medium



Risk on a Page

Risk Title : Emergency Planning, Resilience and Business Continuity

Risk ID : 235

Description : If we do not have sufficient emergency planning, resilience and business continuity arrangements in place, then we will not be able to respond effectively in an emergency, provide the necessary civic leadership or continue to run vital services and ensure compliance with the legal requirements of the Civic Contingencies Act 2004 as a Category 1 Responder.

Risk Level : Corporate

Responsible Officer : Ness.Young

Councillor : David Hopkins

Inherent Risk : 16

Last Update : 19/06/2023

Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
	9	9	9	9	9	9	9	9	9	9	9	9

Current Control Measures

As a Category 1 responder under the Civil Contingencies Act, Swansea Council has a legal requirement to plan for and respond to emergencies, to do this the following is in-place.

Continue to plan for and respond to emergencies as a Category 1 responder under the Civil Contingencies Act, as follows:

1. Train staff at Operational, Tactical and Strategic Level via the South Wales Local Resilience Forum
2. Review each year and exercise every 3 years a Major incident Plan, unless activated or a significant change such as a change in statute require earlier change.
3. Maintain and review on an annual basis all subordinate plans, including Mass Fatalities, Flood, Offsite COMAH Plan, Rest Centre Plan. with exercising as appropriate
4. Manage a duty officer rota to effectively respond to emergencies available 24 hours per day, 365 days per year.
5. Annually review all identified risks within the borders of Swansea Council to ensure control measures remain relevant and proportionate.
6. Redistributed to all Heads of Service and review each year the Council's Corporate Business Continuity policy and guidance to ensure business continuity plans are robust and reviewed annually.
7. Review each year for all significant risks the Emergency Management Service (EMS) guidance, procedures and action cards.
8. The EMS acts as the conduit for security and counter terrorism information from the Welsh Extremism & Counter Terrorism Unit, disseminating information to key internal and external partners as required.
9. EMS maintains a fully stocked Incident Response Vehicle, to protect/support the public during an emergency.
10. Establish a Swansea Risk Group with Partner Agencies

Last Update

Risk Response

Projected Completion

19/06/2023

Treat

31/03/2024

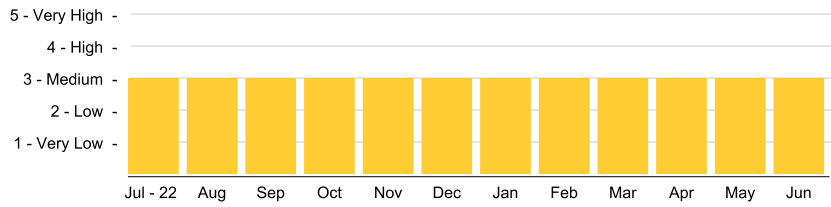
EMS Delivery plan under development for 23-24 16th Feb 23.

19/06/2023

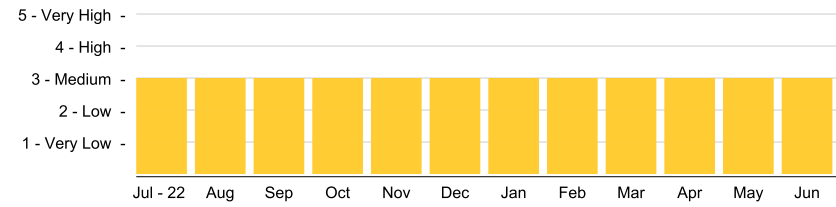
Treat

31/03/2024

Current Impact : 3 - Medium



Current Likelihood : 3 - Medium



Risk on a Page

Risk Title : Health & Safety

Risk ID : 236

Description : If we fail to have robust Health & Safety policies and arrangements in place, then there could be a health and safety breach identified as a corporate failing with associated legal, financial and reputational consequences

Risk Level : Corporate

Responsible Officer : Ness.Young

Councillor : David Hopkins

Inherent Risk : 25

Last Update : 19/06/2023

Historical RAG :

Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
8	8	8	8	8	8	8	8	8	8	8	8

Current Control Measures

Continue to undertake an annual program of Health & Safety and Fire Safety Management audit and inspections across all service areas to maintain and improve arrangements and compliance with policy and ensure that agreed improvement plans are put in-place and monitored by the Principal H&S Officer through monthly 1-2-1's for completion.

Continue to ensure that there is appropriate H&S training and administer Corporate H&S training records and qualification refresher recalls and issue compliance reports to services on a bi-annual basis monitored by the Senior H&S Training Officer.

Continue to investigate more significant accidents falling under the remit of the RIDDOR regulations and provide a management report to prevent re-occurrence, ensure legal compliance and an improvement of standards; in addition, provide these reports with statistical information to Directors bi-annually and within an annual corporate accident report and trend analysis.

Manage a preventative RAG rated alert system allowing communication of best practise, legal/policy changes and areas for action across the Authority and document control and store for evidence purposes and liaison with the Health & safety Executive, fire and rescue services and legal representatives.

1. Maintain the Corporate Health & Safety Policy, which clearly identifies the Health & safety responsibilities of every level of employee, and review (including subordinate policies) every 3 years or if significant change occurs, such as a change in statute, leader or statute changes.
2. Provide the Corporate Health & Safety Policy to all staff during induction and provide mandatory Health & Safety training framework for all employees.
3. Continue Bi-annual Health & Safety Committee meetings chaired by each Director and made up of employee and management representatives and trade unions, supported by competent H&S Officers who provide statistical reports, advice and any updates from the Health & Safety Executive.

Last Update

19/06/2023

Risk Response

Tolerate

Projected Completion

31/03/2024

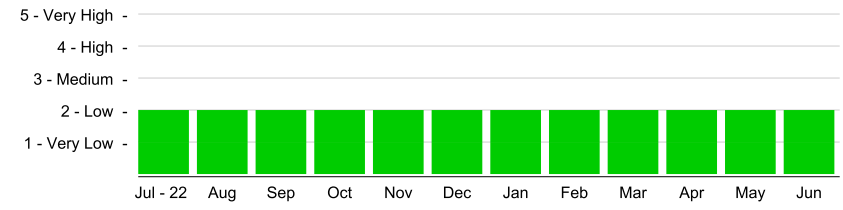
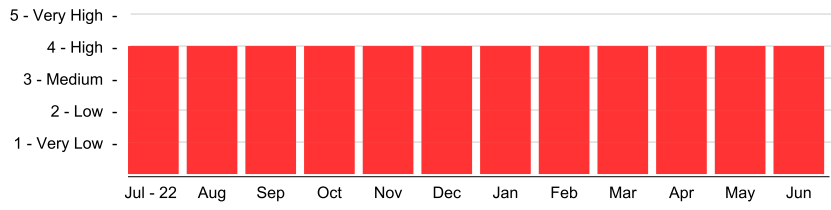
19/06/2023

Treat

31/03/2024

Current Impact : 4 - High

Current Likelihood : 2 - Low



Risk on a Page

Risk Title : Local economy and infrastructure

Risk ID : 269

Description : If the local economy and infrastructure is not transformed and supported to be resilient to economic challenges and changes to government policy on climate change, including flood risk and associated regulatory restrictions, and does not take advantage of opportunities to attract new development and investment, then it will not fulfil its potential as a regional centre to raise aspirations, improve services, lift skills, improve connectivity, create well-paid employment opportunities and improve the well-being of Swansea citizens.

Risk Level : Corporate

Responsible Officer : Mark.Wade

Councillor : Robert Stewart

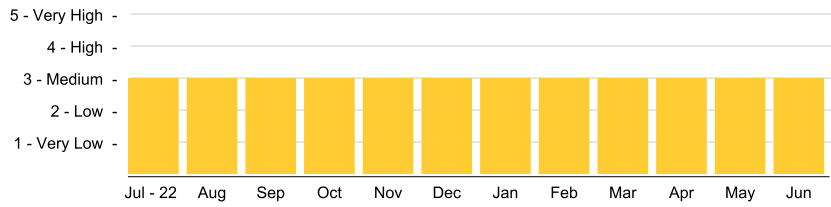
Inherent Risk : 25

Last Update : 12/06/2023

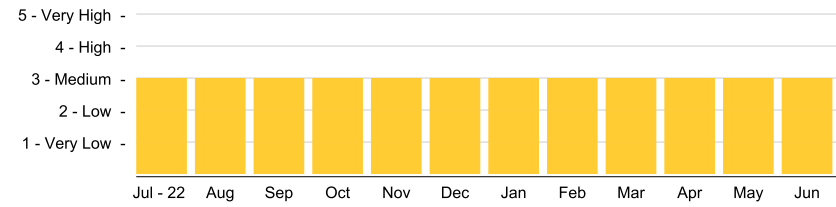
Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
	9	9	9	9	9	9	9	9	9	9	9	9

Current Control Measures	Last Update	Risk Response	Projected Completion
Continue dialogue with Welsh Government on viability funding to support Urban Splash investment	12/06/2023	Treat	31/12/2023
Prepare and submit a LUF round 3 bid for City Centre to provide gap funding to support infrastructure and Urban Splash investment.	26/04/2023	Treat	30/09/2023
Urban Splash now appointed as long-term investment partner to deliver future phases of investment and to capitalise on the progress made via city deal projects. Initial design phases underway.	26/04/2023	Treat	31/12/2023
Review WG TAN 15 consultation and provide guidance to any changes required.	11/04/2023	Treat	30/06/2023
Work with partners to deliver the Swansea Bay City Deal to attract investment across the region to deliver highly skilled and well-paid jobs, with outcomes and programme achieved in line with the City Deal Funding Agreement.	04/01/2023	Treat	31/12/2023
Organise and facilitate virtual Meet-the-Buyer events to help local businesses at key milestones to identify opportunities to bid for Council work and contracts that will help retain spend locally, creating a multiplier effect. Frequency and timing to be coordinated with contractor according to build programme.	05/12/2022	Treat	31/07/2023

Current Impact : 3 - Medium



Current Likelihood : 3 - Medium



Risk on a Page

Risk Title : Impact of Poverty

Risk ID : 290

Description : If there is increased demand on Council services due to an increased number of residents experiencing the impact of poverty due to the pandemic and cost of living pressures. Then the impact includes increased debt, reduction in household income and negative impact on health and well-being.

Risk Level : Corporate

Responsible Officer : Amy.Hawkins

Councillor : Alyson Pugh

Inherent Risk : 9

Last Update : 13/06/2023

Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
	9	9	9	9	9	9	9	9	9	9		9

Current Control Measures	Last Update	Risk Response	Projected Completion
Increased demand on council services due to an increased number of residents experiencing the impact of poverty due to the cost of living crisis and the ongoing impact of the pandemic. The impact includes increased debt, reduction in household income and negative impact on health and well-being. The cost of living payments have been automatically been paid to those who we have details for other's the online application is open. Additional funding has been allocated for energy crisis payments which residents are accessing. Increased funding has been allocated to community and voluntary organisations for addressing food poverty and addressing period poverty.	15/03/2023	Treat	31/03/2024
The provision of Employability support, Debt and Benefit advice and guidance commissioned and in-house, increase take up of benefit entitlements, skills support and administration of Covid Self isolation payments. Work across the Authority through the Poverty Forum and with external partners through the Poverty Partnership Forum to identify risk management strategies to mitigate the impact.	15/03/2023	Treat	31/03/2024
Directly support people through Local Area Co-ordination to access the support they require in a place and time that meets their needs, to address the impacts of poverty and its effects on their health and well-being.	31/10/2022	Treat	31/12/2023
Support people to gain employment through referrals into mentoring and development of employability skills as part of an agreed personal development plan, to improve the number of people increasing their household income through employment.	31/10/2022	Treat	31/12/2023
Provide weekly access to Welfare Rights Advice helpline for frontline social care staff to improve their knowledge on benefit entitlements and directly apply this to the people they support in order to increase take-up of benefits.	31/10/2022	Treat	31/12/2023
Provide targeted advice on financial inclusion to people who are struggling with accessing the support to manage their debts, to address their needs in a timely, effective manner.	31/10/2022	Treat	31/12/2023

Current Control Measures

Co-ordinate targeted and time-bound grant schemes for helping people with Cost of Living challenges (e.g. fuel poverty) to reduce the impact of poverty on people and businesses.

Last Update

31/10/2022

Risk Response

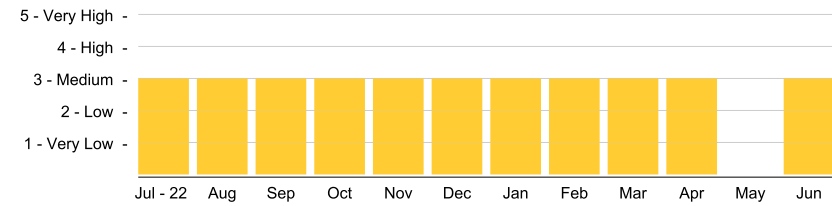
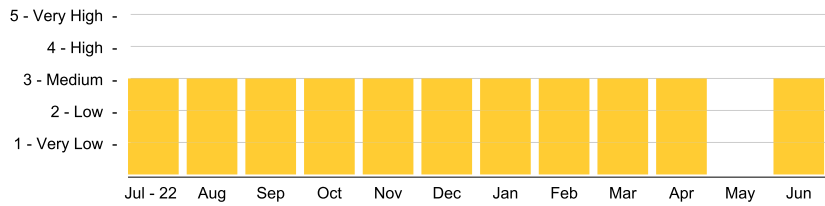
Treat

Projected Completion

31/12/2023

Current Impact : 3 - Medium

Current Likelihood : 3 - Medium



Risk on a Page

Risk Title : Cost of living crisis

Risk ID : 334

Description : If the cost of living crisis continues or gets worse, then it will lead to greater pressure on housing supply, increased housing costs, higher levels of homelessness and increased demand on housing, tenancy support, homelessness and other Council services.

Risk Level : Corporate

Responsible Officer : Carol.Morgan

Councillor : Andrea Lewis

Inherent Risk : 25

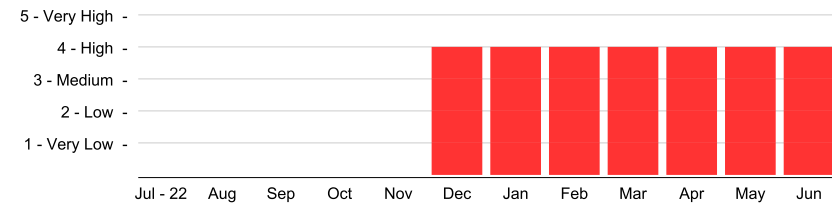
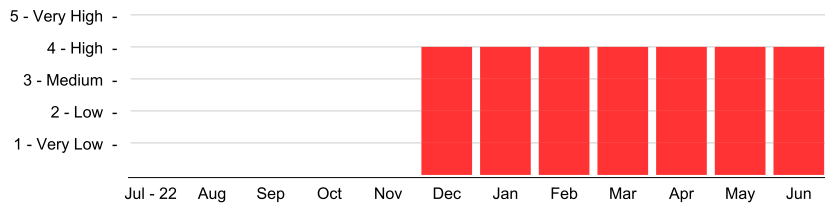
Last Update : 29/06/2023

Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
						16	16	16	16	16	16	16

Current Control Measures	Last Update	Risk Response	Projected Completion
Provide individuals with help and advice regarding homelessness issues, housing benefit and rent arrears.	29/06/2023	Treat	15/12/2023
Lobby Welsh Government to supply more financial resources to Local Authorities to tackle the cost of living crisis.	16/12/2022	Treat	15/12/2023
increase supply of social housing via the More Homes Programme, Planning policy and indirectly through the allocation of social Housing Grant to Registered Social Landlords.	16/12/2022	Treat	15/11/2023

Current Impact : 4 - High

Current Likelihood : 4 - High



Risk on a Page

Risk Title : Workforce recruitment and retention

Risk ID : 335

Description : If the Council is not able to recruit and retain the right staff, then there may be reduced workforce capacity and capability, leading to lower staff morale and productivity, poor work quality, increased staff costs and reduced staff well-being / higher sickness rates.

Risk Level : Corporate

Responsible Officer : Ness.Young

Councillor : David Hopkins

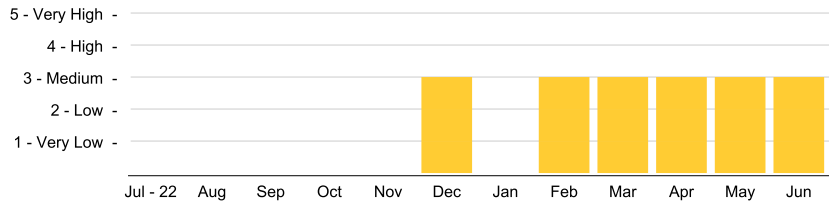
Inherent Risk : 12

Last Update : 27/06/2023

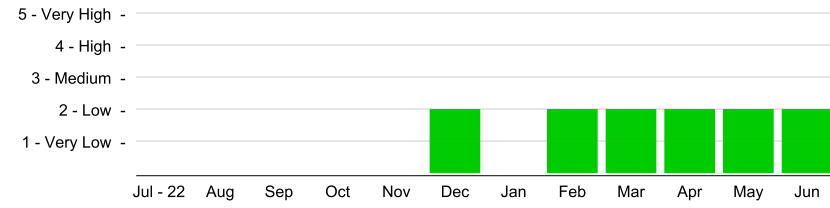
Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
						6		6	6	6	6	6

Current Control Measures	Last Update	Risk Response	Projected Completion
Establish exit interview process by June 2023 for 'difficult to fill' roles to better understand the reasons for leaving the Council and review whether action can be taken to prevent numbers from leaving.	27/06/2023	Tolerate	31/07/2023
Within the first 12 months of the Workforce Strategy (i.e. by October 2023), have implemented the following activities contained in the Workforce Strategy: Review and update the Recruitment and Selection Policy so that it meets with employment legislation, best practice and Council need; further development of our Recruitment Attraction Approach; a review of Application Process so that it is compliant with legislation and is seen to be supportive to applicants; upskilling of recruiting managers so that they are appropriately trained in unconscious bias training; and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews. particularly those covered in Strand 4 Workforce Planning, Strand 5 Workforce Development, Strand 6 Recruitment and Retention, Strand 7 Recognising Performance.	27/06/2023	Treat	31/10/2023
Establish a recruitment data set by April 2023 to include agreed measures on; for example, turnover rates, length of time to recruit, identification of difficult to fill roles by April 2023 in order to identify areas to improve efficiency in recruitment processes where time to recruit is challenging, and to better understand areas where turnover is predicted to impact service delivery.	27/06/2023	Treat	31/07/2023
Review the existing recruitment policy and assess weaknesses in application processes and selection processes for improvement by April 2023, to ensure the most appropriate application and selection techniques are being used to hire talent into the organisation.	27/06/2023	Treat	31/07/2023
Quarterly reporting provided to Directorates for PFM to highlight areas of concern and consider targeted approaches accordingly.	27/06/2023	Tolerate	30/09/2023

Current Impact : 3 - Medium



Current Likelihood : 2 - Low



Risk on a Page

Risk Title : Mandatory training

Risk ID : 336

Description : If the Council does not implement, monitor and ensure the completion of mandatory training, then the Council may not fulfil its statutory and regulatory obligations or ensure the safe and effective operation and delivery of services.

Risk Level : Corporate

Responsible Officer : Ness.Young

Councillor : David Hopkins

Inherent Risk : 12

Last Update : 27/06/2023

Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
						4		6	6	6	6	6

Current Control Measures

Regular Quarterly and annual reports to CMT on compliance levels by Directorate.

Last Update

27/06/2023

Risk Response

Treat

Projected Completion

31/07/2023

Managers to record in Oracle Fusion when training is undertaken and ensure any refresher training is undertaken. Monitor and report on compliance from April 2023.

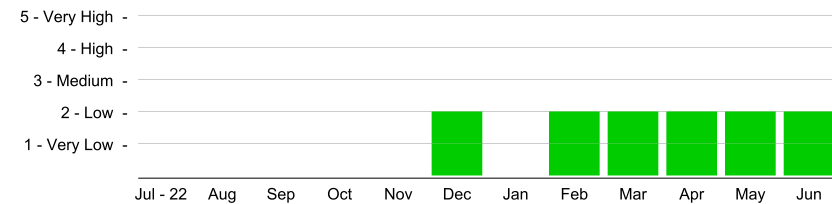
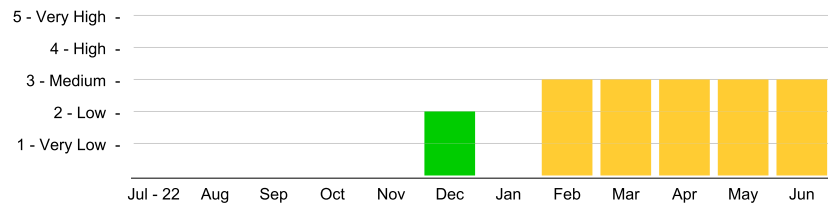
27/06/2023

Treat

31/07/2023

Current Impact : 3 - Medium

Current Likelihood : 2 - Low



Risk on a Page

Risk Title : Social Cohesion

Risk ID : 337

Description : If we do not manage to continue to improve community involvement and break down barriers amongst people in terms of economic disparities, encourage tolerance to avoid social discord and strengthen community development throughout all ages, then we could see increasing community tensions, disorder and civic unrest exacerbated by the cost of living crisis and perceived differences and people not feeling heard or listened to.

Risk Level : Corporate

Responsible Officer : David.Howes

Councillor : Alyson Pugh

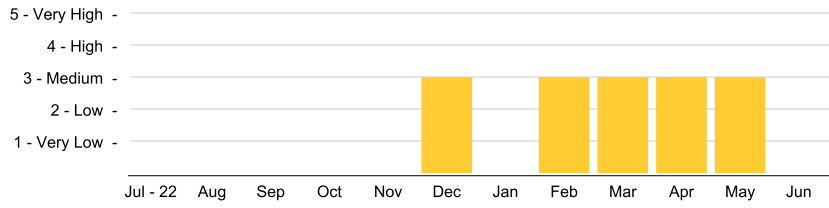
Inherent Risk : 16

Last Update : 12/05/2023

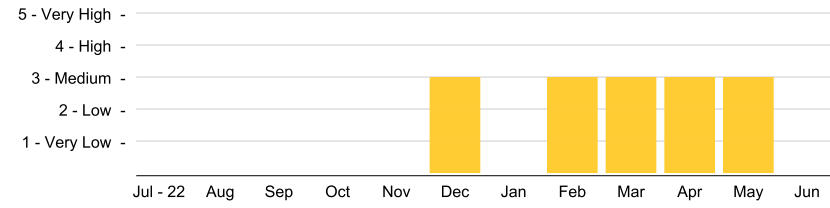
Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
						9		9	9	9	9	

Current Control Measures	Last Update	Risk Response	Projected Completion
Engagement and involvement with minority communities to understand what matters and promote community cohesion and mitigate tensions, through the Partnership & Involvement Team.	25/04/2023	Treat	30/06/2023
Commission a research project to ensure complimentary and inclusive policy and decision-making to ensure social cohesion issues are considered in the development of plans and strategies across the council	25/04/2023	Treat	30/06/2023
Ensure tension monitoring is reported and action taken to mitigate emerging community tensions with a clear action plan in place under the Safer Safety Partnership throughout 23/24	25/04/2023	Treat	30/06/2023
Utilise opportunities through the Shared Prosperity fund to join up and embed community engagement and involvement with all ages and all communities to develop shared values and empowered communities, with a plan in place by May 2023	25/04/2023	Treat	31/05/2023
Ensure effective partnership working arrangements to develop supportive networks together through PSB and other key partnership arrangements transpiring out of the new newly developed Wellbeing Plan	25/04/2023	Treat	30/06/2023
Whole Council training and capacity building to implement the Public Sector Equality Duty and the Human Rights Approach, through Strategic Equalities and Future Generations Board	25/04/2023	Treat	30/06/2023
Ensure prevention of hate, exploitation and extremism is a priority with an action plan under the revised Safer Swansea priorities which will be reviewed quarterly by the Safer Swansea Partnership throughout 23/24	25/04/2023	Treat	30/06/2023

Current Impact :



Current Likelihood :



Risk on a Page

Risk Title : Net Zero 2030 target

Risk ID : 338

Description : If we do not transform the Council to meet the collective net zero commitments asked of public bodies by Welsh Government at sufficient pace and scale, then there is a possibility that the net zero target will not be met by 2030.

Risk Level : Corporate

Responsible Officer : Mark.Wade

Councillor : Andrea Lewis

Inherent Risk : 25

Last Update : 23/06/2023

Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
						6	9	9	9	9	9	9

Current Control Measures

Develop a suite of actions to offset the emissions balance as unlikely to deliver zero emissions by 2030. Actions to be monitored and reported annually as part of overall WG reporting.

Last Update

23/06/2023

Risk Response

Treat

Projected Completion

31/03/2024

Implement the Councils 2030 Net Zero delivery plan, with specific focus on carbon reductions in the Buildings and Energy and Fleet & Mobile Equipment categories. Measure success annually through WG emissions reporting figures.

23/06/2023

Treat

31/03/2024

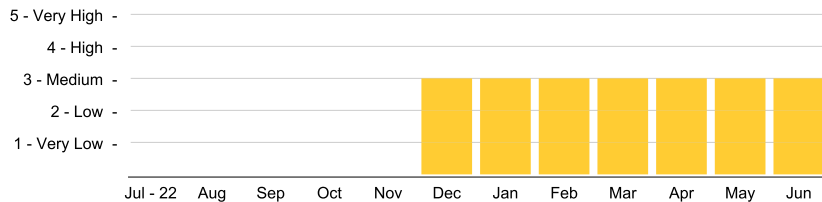
Source external funding to deliver sizable reductions in emissions. Monitor funding received through annual reporting of delivery plan and respective emission reductions to be reported in annual welsh government submission

23/06/2023

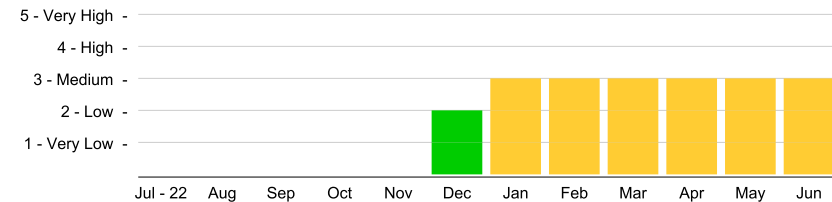
Treat

31/03/2024

Current Impact : 3 - Medium



Current Likelihood : 3 - Medium



Risk on a Page

Risk Title : Successful and Sustainable Swansea Corporate Transformation Plan

Risk ID : 350

Description : If the council does not successfully deliver the Successful and Sustainable Swansea Corporate Transformation Plan it will struggle to deliver its wellbeing objectives and to respond effectively to the external challenges it is facing up to 2028.

Risk Level : Corporate

Responsible Officer : Ness.Young

Councillor : Andrea Lewis

Inherent Risk : 12

Last Update : 19/06/2023

Historical RAG :	Jul-22	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun-23
											8	8

Current Control Measures

Transformation Delivery Board to receive quarterly progress reports on all programmes within the CTP to monitor progress and address any performance issues should they arise.

Last Update

18/05/2023

Risk Response

Treat

Projected Completion

31/03/2024

Ensure effective governance arrangements are in place and maintained to oversee implementation of the CTP and undertake annual review of arrangements in March each year to ensure ongoing suitability.

18/05/2023

Treat

31/03/2024

Current Impact : 4 - High

Current Likelihood : 2 - Low

