



Review of Swansea Council's Risk Management Arrangements

1. PURPOSE

- 1.1 To review to the Council's Risk Management Policy, Framework and practice and make recommendations for improvement to bring it in line with current good practice.

2. BACKGROUND

- 2.1 The Council has been working to improve its risk management arrangements over the past couple of years in line with the existing risk management policy and framework. This has included: improving and ensuring consistency in how risks are described, ensuring risks are linked to corporate priorities, improving compliance reviewing and updating risks each month, a new risk register, improvements made to control measures to make them SMARTer and the introduction of residual and inherent risk.
- 2.2 In July 2023 APSE (funded by the WLGA) provided a risk management training session with Cabinet and CMT at which the council's risk register and risk management practices were explored and discussed. The outcome of this session was consensus that further improvement was required to the council's risk management policy, framework, and practice. A review was therefore commissioned to identify specific improvement proposals. The Review should ensure that the management of risks is an embedded management behaviour, so that less time is spent on monitoring and ensuring compliance.

3. SCOPE

- 3.1 The Council's risk management framework, policy and practice are all within the scope of the review. It will cover all aspects of the risk management cycle, including monitoring risks. Any recommendations will strike any appropriate balance between being robust and being manageable within existing resources and pressures. In addition, the outcome of the Review must be implementable in the Councils risk application.
- 3.2 The review will, inter alia, consider the following:
- Current good practice in respect of risk management.
 - The difference between risks and issues and how both should be identified, managed and monitored.
 - Creating a "target" for reducing residual risk.

- How risks (at different levels) are linked or clumped around themes and linked to performance measures and actions, e.g. corporate plan steps.
- the development of a risk management e-learning training course.

4. METHODOLOGY

- 4.1 The methodology proposed combines desktop research with interviews, as follows:

Phase 1 (underway):

Undertake a desktop review of current good practice, e.g. Institute of Risk Management, other organisations and advice from regulators,

Phase 2 (November 2023):

Compare the council's framework, policy and practice with the good practice identified in phase 1 and identify proposals for improvement.

Inform Leadership Team and take their views on the review of the risk management policy and framework.

Meet Chair of the Governance and Audit Committee to discuss emerging findings and to seek their input into the review.

Meet the Strategic Governance Group to discuss and seek their views on identified proposals for improvement.

Phase 3 (December 2023)

Produce a report for the Governance and Audit Committee (15 January 2024) seeking comments on proposed changes to the Council's Risk Management Framework, Policy, and Practice from 1 April 2024.

Phase 4 (January 2024)

Produce a Cabinet report for 15 February 2024 setting out the findings of the review and making recommendations for improvement to be implemented by 31 March 2024.

5. GOVERNANCE

- 5.1 The review will be undertaken by the Corporate Performance Manager, with support from the Director of Corporate Services.

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