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Risk ID 269	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	Medium	Medium	Amber	Mark Wade / Phillip Holmes	<p>>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.</p> <p>>Continue dialogue with Welsh Government on viability funding to support Urban Splash investment</p> <p>>Preparations required to ensure completion of Copr Bay project following contractor entering administration</p> <p>>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.</p>	<p>> Cabinet considered economic recovery plan</p> <p>>Cabinet considered FPR7 where appropriate</p> <p>>Quarterly PI reporting via DART.</p>	<p>> Regular scrutiny undertaken on post Covid economic recovery and specifically on phase 1 arena/digital district project</p> <p>>Regeneration Dashboard regularly reported to Scrutiny</p>	<p>> Regional directors and regional transport forum improved regional and joint working as a precursor to the formation of the CJC</p> <p>> Deliver Covid Economic Recovery Plan in collaboration with Regeneration Swansea partners.</p>	<p>>Collaborate With Welsh Government On Regional Economic Framework</p> <p>>Gateway Review for City Deal projects undertaken by independent panel</p> <p>>Independent evaluation undertaken of Kingsway project.</p> <p>>City Deal Regional Scrutiny Panel overview of progress on Swansea Waterfront City project</p> <p>>Reporting of programme outputs to funding bodies, WG,</p>	<p>>Independent external Audits will be conducted through Welsh Government's Transforming Towns funding, and UK Government's SPF programme as per their grant funding audit requirements</p>	<p>>Number of Regen and Planning audits included on the audit plan to be completed on a rolling basis.</p>	<p>> Regen and Planning audits included on the 24/25 audit plan</p>	Service Specific Audits – Planning & City Regeneration / Transformation & Infrastructure
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	the well-being of Swansea citizens.									WEFO HLF etc.				

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Risk ID 290	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.	Medium	Medium	Amber	Amy Hawkins / Diane Rowden	<p>>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.</p> <p>>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.</p> <p>>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.</p> <p>>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</p>	>Cabinet Member briefings, Cabinet reports where applicable	<p>>Part of annual scrutiny programme looking at the corporate priority of Tackling Poverty</p> <p>>Part of Adult Services Performance Scrutiny quarterly performance reports</p>	<p>>Reports to CMT on progress and actions required,</p> <p>>Reports to Audit Committee following WAO report on Tackling Poverty and associated action plan.</p> <p>>Included in the corporate Transformation Plan projects focused on Tackling Poverty and Enabling Communities, reports via Transformation Board</p> <p>>Internal cross directorate Poverty Forum</p>	>Part of Poverty Partnership Forum, multi-agency forum.	>WAO reviews (x3) on the challenges of alleviating and tackling poverty.	>Standard rolling audit schedule, repeated based on audit risk score.	>Audits included in the 'Poverty' area of the audit plan as a result of consultation to be completed in rotation.	Service Specific Audits – Commissioning & Tackling Poverty Safeguarding & Poverty
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Risk ID 334	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.	Very High	Very High	Red	Carol Morgan / Peter Williams	>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. >Lobby Welsh Government to supply more financial resources to Local Authorities to tackle the cost of living crisis. >Provide individuals with help and advice regarding homelessness issues, housing benefit and rent arrears	>Homelessness and Housing Support Programme approved by Cabinet. Revised Allocation Policy will require Council approval.	>Scrutiny Programme Committee examination of the development and implementation of Homelessness and Housing Support Programme Strategy. > Service Improvement & Finance Improvement Panel has regularly examined progress towards improving and increasing housing stock	Briefing to Cabinet and Chairs meeting on homelessness pressures Report on More Homes delivery programme to Economy and Infrastructure Service Transformation Committee STC in Feb 2024.	>Housing Options service and assessment features on internal Audit Programme. Recent audit completed in Jan 2024. Assurance level was high.	>Homelessness services subject to scrutiny and challenge by 3 rd Sector orgs e.g. Shelter. >Welsh government data returns submitted quarterly >Weekly monitoring meetings with WG homelessness relationship manager.	Currently included in standard rolling audit schedule. Last audit completed Jan 2024.	TBC	TBC
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Risk ID 335	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.	Medium	Low	Amber	Rachael Davies / Rachael Davies	>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. >Quarterly reporting provided to Directorates for PFM to highlight areas of concern and consider targeted approaches accordingly	>Cabinet Member briefings, Cabinet reports where applicable	>Regular reporting to Scrutiny Working Group - Regular reporting to Organisational Development CDC	>Quarterly reporting provided to Directorates for PFM to highlight areas of concern and consider targeted approaches accordingly. Quarterly reporting to Workforce Transformation Programme Board	>Internal audit of recruitment procedures			>Standard rolling audit schedule, repeated based on audit risk score.	>Audits included on rolling programme in HR & OD / Service Centre. Includes Recruitment and Staff Contracts	Service Specific Audits – HR & OD, Service Centre /
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Risk ID 336	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.	Low	Low	Amber	Ness Young / Rachael Davies	>Regular Quarterly and annual reports to CMT on compliance levels by Directorate.	>Cabinet Member briefings, Cabinet reports where applicable	>Scrutiny Panels in place to scrutinise Social Services Work and Performance, of which safeguarding training is included; Scrutiny Working Group – Workforce in place	>Mandatory Corporate Training available for all Staff and Members. Reports to CMT on progress and actions required	>Internal Audit of mandatory training compliance Governance and Audit Committee reporting	>HSE where applicable CIW/EWC where applicable	>Standard rolling audit schedule, repeated based on audit risk score.	>Safeguarding cross cutting audit is included in rolling programme >Corporate Learning & Development team audit due for 2024/25 following Fusion implementation linked to training records	Service Specific Audits – HR & OD, Service Centre /
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Risk ID 337	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.	Medium	Low	Amber	David Howes / Jane Whitmore	>Engagement and involvement with minority communities to understand what matters and promote community cohesion and mitigate tensions, through the Partnership & Involvement Team. Project initiated and ongoing - update expected in new year >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 Update meeting planned Nov 23 >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 >Utilise opportunities through the Shared Prosperity fund to join up and embed community engagement and	>Cabinet Member briefings, Cabinet reports where applicable	>Scrutiny Panel in place to scrutinise Councils response to ASB, which a lack of social cohesion can lead to an increase >Part of annual scrutiny programme to review progress of Swansea's Community Safety Partnership	>Reports to CMT on progress and actions required		>Part of Safer Swansea Community Safety Partnership, which is multi-agency and reports into Public Service Board	>Standard rolling audit schedule, repeated based on audit risk score.	>Partnership cross cutting audit carried out in 21/22 audit schedule >Further audits to be added following consultation as required >Community Safety standard audit on the rolling programme	Cross Cutting Audits –Safeguarding / Council Governance & Control
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Risk ID 338	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.	High	High	Red	Mark Wade / Rachel Lewis	<p>>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.</p> <p>>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.</p> <p>>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.</p>	<p>>Two Cabinet members on CC&NR steering group, running bi monthly with key officers as part of the CC&NR governance.</p> <p>>CC&NR CDC established – running monthly to support the development of action plan and respective policy in regard of the 2030 target.</p>	<p>>CC&NR scrutiny establish to challenge SC activity on the 2030 activity.</p>	<p>>Programme Board and Emissions reporting groups established, the latter to collate the required data for annual reporting of data to Welsh Government.</p>	<p>>CCS reports emissions data for review annually to Welsh Government.</p>	<p>>WAO recently conducted interviews with staff and set out five proposals for improvements on this agenda across Wales. CCS has responded to all, being the first welsh authority to meet one specific ask and produce a costed delivery plan. (Dec 15th 2022 Cabinet Report)</p>	<p>>Net Zero 2030 audit added for 2023/24 plan following Risk Register review and consultation</p>	Cross Cutting Audits/Miscellaneous – Council Governance & Control
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Risk ID 350	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.	High	Low	Amber	Ness Young / Ness Young	> 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. > 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.											Cross Cutting Audits/Miscellaneous – Council
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Risk ID 360	If the development of a new Waste Strategy is not adequately resourced, with timely decision making, then there is a risk of the new strategy being ineffective and its implementation being delayed. This may mean the Council not meeting future increased statutory recycling targets or benefitting from financial and environmental benefits.	High	Medium	Red	Chris Howell / Matthew Perkins	> Develop Action Plan and programme > 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.	> Weekly meetings with Cabinet Members at which any relevany issues are discussed >Finalised draft Policy to be approved by Cabinet and Council	> Regular involvement of Climate Change & Nature Recovery Service Transformation Committee in considering relevant issues	>Presentations to CMT awat days on progress and actions required											
Risk Title Development of New Waste Strategy		Risk Level Corporate																		
Cross Cutting Audits/Miscellaneous – Council Governance & Control																				

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Risk ID 371	If children do not receive a suitable education offer that provides them with the right employment skills and qualifications (including digital and vocational), then they will not be able to access the opportunities that arise from the City Deal and other development opportunities that come to Swansea.	Medium	Medium	Amber	Rhodri Jones / Rhodri Jones	<p>>Develop and build upon collaborative partnerships between employers and schools as well as widening vocational and curriculum opportunities for learners across Swansea schools via delivery of the Swansea Skills Partnership key work stream action plans.</p> <p>>Develop and deliver the Welsh Language Skills Strategy to ensure that schools are supported to develop learners skills, so they can speak Welsh with confidence when they leave school and access employment opportunities.</p> <p>>Deliver against the Literacy, Numeracy and Digital strategies to ensure that learners can fully access the curriculum and the world of employment</p> <p>>Assurance regarding the quality of the education offer via the following methods:</p> <ul style="list-style-type: none"> - School Improvement Visits (between 1 and 3 visits per school per year) and areas for improvement 					<p>>Assurance regarding the quality of the education offer via the following methods:</p> <ul style="list-style-type: none"> - Estyn reports providing assurance around the educational offer in all our schools with support being put in place as and when required. 		<p>>School and other Education / thematic audits due in 2024/25 and beyond</p>	Service Specific - Education – Improving Education and Skills
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					identified and supported									

Last Updated: 07/02/24