
Strategic Risks

Neath Port Talbot County Borough Council



Print Date: 23-Aug-2018

SR02	Pantteg - Significant slip of the land impacting on the community in an area of historic landslips	HIGH
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Primary Category: Compliance

Responsible Officer:

Gareth Nutt

Secondary Categories: Financial
Reputational
Resource

Secondary Responsible Officers:

Dave Griffiths
Nicola Pearce

Inherent

Impact	High
Likelihood	Very Likely
Risk Rating	High

Revised

Impact	Medium / High
Likelihood	Very Likely
Risk Rating	High

Existing Controls

Inherent

1. Enforcement action taken on directly affected properties. 2. Further survey work to establish further risks. 3. Community relations strategy. 4. Dialogue with Welsh Government regarding funding for the associated costs

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
<ul style="list-style-type: none"> • Hazard & Risk Maps of the area currently being prepared. • Public meeting held Jan 18 with further meetings thereafter. • Counsel opinion being sought on extent of ongoing liability due to large area of land in private ownership and having regard to the Councils duties as outlined in the legislation relating to housing and drainage. • Monitoring & slope analysis ongoing. • Multi-agency response plan to incident in place. • Sharing of monitoring data with public. 	In Progress	31/03/2019	Dave Griffiths
<ul style="list-style-type: none"> • Land tribunal hearing held to consider householders concerns on council action 	In Progress	31/03/2019	Dave Griffiths

SR12	Welfare Reform - Increased numbers of local people experience financial hardship	MEDIUM
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Primary Category: Compliance

Responsible Officer:

Karen Jones

Secondary Categories: Financial
Reputational
Resource

Secondary Responsible Officers:

Nita Sparkes

Inherent

Impact	Medium
Likelihood	Likely
Risk Rating	Medium

Revised

Impact	Medium
Likelihood	Likely
Risk Rating	Medium

Existing Controls

Inherent

1. Partnership activity established and championed by the Public Services Board/elected Members. 2. Effective partnership relationships enabling people affected by welfare reform change to be identified and subject to targeted, preventative action. 3. Range of support services identified to support those claimants who may be adversely affected by the changes. 4. Training of officers and elected Members to ensure there is an understanding of the impact and implications of change. 5. Good and effective information sharing arrangements in place to support vulnerable people. 6. Core funding provided to key third sector organisation to sustain support services. 7. Council Tax Reduction Scheme supporting financially disadvantaged to help them pay their council tax

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Establish monthly briefing sessions internally to intensify monitoring of Universal Credit (UC) roll out and any new actions	Completed	31/05/2018	Karen Jones
Establish quarterly round table sessions with senior partners to gauge impact of Universal Credit (UC) and identify risks and required actions			
Undertake research to develop a clear understanding of those people who are facing greatest financial hardship	In Progress	31/12/2018	Karen Jones

SR13	Risk that regional collaboration dilutes the quality of services to local people and weaken governance	MEDIUM
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Primary Category: Reputational

Responsible Officer:

Steven Phillips

Secondary Categories: Compliance

Secondary Responsible Officers:

Caryn Furlow
Nita Sparkes

Inherent

Impact	Medium / High
Likelihood	Likely
Risk Rating	Medium

Revised

Impact	Medium / High
Likelihood	Unlikely
Risk Rating	Medium

Existing Controls

Inherent

1. Each regional collaborative arrangement is explicitly agreed by elected Members. 2. Scrutiny of each regional collaborative arrangement is vested in the relevant scrutiny committee. 3. The nature and form of each significant collaborative arrangement is included in the Corporate Plan

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Area plan for the western bay collaboration on health and social care to be considered at Council	Completed	31/03/2018	Andrew Jarrett
City Deal - external legal support to ensure completion of Joint Committee Agreement and each council will sign off relevant project business cases that impacts on any financial commitment	In Progress	30/09/2018	Steven Phillips
Legislative proposals for further mandatory regional collaboration to be subject of full assessment and report to Council	Completed	30/09/2018	Steven Phillips
Review Council's ongoing participation in ERW arrangements	Not Started	31/03/2019	Steven Phillips
Review Council's ongoing participation in Western bay arrangements	Not Started	31/03/2019	Steven Phillips

improve reporting for both officers and Members			
Further revision of the corporate reporting template to reflect Well-being of Future Generations (Wales) Act 2015 requirements and feedback from Wales Audit Office with refresher training for manager			

SR09	Community Cohesion - Community tensions increase and there is a fracturing of community cohesion	LOW
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Primary Category: Reputational **Responsible Officer:** Karen Jones
Secondary Categories: Compliance **Secondary Responsible Officers:** Nita Sparkes
Financial
Resource

Inherent

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Revised

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Existing Controls

Inherent

1. Comprehensive Strategic Equality Plan in place which prioritises action to combat hate crime, domestic abuse and to strengthen engagement with a wide range of different sections of the community. 2. Strong links to many groups who share protected characteristics. 3. Training for officers and elected members in equality duties. 4. Systematic use of equality impact assessments (which includes community cohesion). 5. Clear structure for discharging PREVENT duties with action plan in place, based on peer review and legal duties. 6. Dedicated officers and elected Members who oversee equality and PREVENT duties. 7. Regional Community Cohesion Co-ordinator brings advice on emerging trends that could affect local community relations. 8. Full participation in regional CONTEST Board. 9. Partnership plans mobilised to support job reductions in Tata Steel which included community relations aspects. 10. Effective partnership in place to support people resettled under the Syrian Vulnerable Persons Scheme. 11. BME Development Worker funded to develop stronger links with local BME communities

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
Carry out programme of equality audits to check approaches are embedded across the Council	In Progress	31/03/2019	Karen Jones
Improve tension monitoring and share more widely with relevant groups			
Increase interaction with key community groups, including Faith groups to improve community intelligence			
Conclude community profiling exercise and then reassess equality plans in light of the findings			
Develop strong counter-narrative to challenge extremist views and to mitigate the impact of events outside the county borough			

SR11	Delivery of Corporate Plan - Failure to deliver the Corporate Plan due to inadequate capacity	LOW
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Primary Category: Compliance

Responsible Officer:

Karen Jones

Secondary Categories: Financial
Reputational
Resource

Secondary Responsible Officers:

Nita Sparkes

Inherent

Impact	Medium
Likelihood	Unlikely
Risk Rating	Low

Revised

Impact	Medium
Likelihood	Very unlikely
Risk Rating	Low

Existing Controls

Inherent

1. Corporate Strategy Team has clear understanding of legal frameworks that need to be adhered to. 2. Experienced cadre of directors and heads of service who have participated in developing the programmes of work identified to deliver the political priorities of the Council. 3. Alignment of the budget and corporate planning process. 4. Range of mechanisms in place to obtain community and partner feedback on priorities and programmes of work. 5. Regular review of Plan progress undertaken by Corporate Directors Group and elected Members. 6. Strategic Schools Improvement Programme (SSIP) is being delivered but has been a significant pressure on the diminishing specialist functions – project management; communications; HR and ICT. 7. Effective relationship management with funders to ensure there is early notice of funding opportunities and consequently early identification of new projects and programmes that can be put forward for funding opportunities or time to wind up programmes

Solutions

Mitigation Plan	Action Status	End Date	Responsible Officer
<ul style="list-style-type: none"> Benchmarking of approaches adopted by other organisations to be undertaken to identify other potential strategies that can assist in delivering the Council's priorities 	In Progress	31/03/2019	Karen Jones
<ul style="list-style-type: none"> Fine tuning of actions and performance objectives required to clarify deliverables Additional engagement and communication with management cadre to ensure full corporate ownership of the cross-cutting elements of the Plan, backed up by suitable training and development activities Further testing of objectives required as the budget scenarios for future years becomes firmer with Plan adjustment to be made as affordability issues are identified 	In Progress	31/03/2019	Karen Jones

