Denbighshire County Council
2012 - 2013

Corporate Risk Register
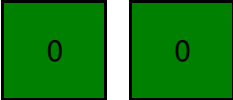
Denbighshire County Council

		Inherent	Residual	Page
DCC001	The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death. This risk is increasing as the environment is changing, with growing expectations around our duties in relation to 3rd party provision. CRB criteria are	B2	C2	Link
DCC004	The risk that the HR framework doesn't support the organisation's aims. The policies and procedures we have in place need to reflect current organisational strategy (e.g. flexible working), and HR need to offer support for those functions where the organisation requires it (e.g. restructures)	B2	B2	Link
DCC006	The risk that the economic and financial environment worsens beyond current expectations, leading to additional pressure on services and reduced income. The forthcoming settlement is lower than originally anticipated, and may only be relevant for 1 year, affecting our ability to effectively plan for the medium term	A1	C2	Link
DCC007	The risk that critical or confidential information is lost or disclosed.	B3	C3	Link
DCC017	The risk that the ICT framework does not meet the organisation's needs. If we do not invest in appropriate technology at the right price, this will hinder our capability to deliver the efficiencies and savings required for the Modernisation priority. The main risk here is around the organisation taking decisions to invest in IT infrastructure that is not effective in reducing overheads. This can happen for two reasons: 1) we don't understand the current and necessary ICT requirements, and 2) we don't accurately predict the anticipated benefits. This risk might also occur as a missed opportunity to capitalise on effective	B2	C2	Link
DCC011	The risk of a severe weather, contamination, or public health event. Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similary, we put plans in place to monitor food, water and air quality,	D2	D2	Link
DCC012	The risk of a significantly negative report(s) from external regulators.	C2	D3	Link
DCC013	The risk of significant financial and reputational liabilities resulting from management of some Arm's Length organisations. Liabilities could arise due to financial, HR, safeguarding, or general	B2	B3	Link
DCC014	The risk of a health & safety incident resulting in serious injury or the loss of life. This could be as a result of an ineffective H&S management system; inadequate fire control systems (infrastructure);	C2	E2	Link
DCC016	The risk that the impact of welfare reforms is more significant than anticipated by the council. Welfare reform has potentially significant implications for a large proportion of residents, and also on the council	B2	B3	Link
DCC018	The risk that programme and project benefits are not fully realised. The council currently does consistently deliver all benefits from projects. Some of the issues include: inconsistent management;	B2	B2	Link
DCC019	The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work	B2	C2	Link
DCC020	The risk that the review by The Commission On Public Service Governance And Delivery negatively affects Denbighshire. This review was announced by the First Minister in April 2013, and	C1	C1	Link

DCC021 The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop. This could leading to significant misalignment between the
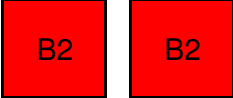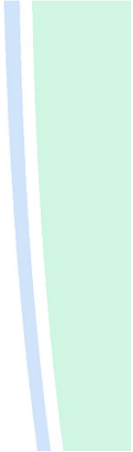
| B2 | B2 | Link |

#REF! The risk that performance against our priorities at 2017 is not in line with expectations of our politicians

| 0 | 0 | Link |

Risk Assessment Criteria

LIKELIHOOD					5	4	3	2	1
Event is almost certain to occur in most circumstances	>70%	Almost Certain	A						
Event likely to occur in most circumstances	30-70%	Likely	B						
Event will possibly occur at some time	10-30%	Possible	C						
Event unlikely and may occur at some time	1-10%	Unlikely	D						
Event rare and may occur only in exceptional circumstances	<1%	Rare	E						
					Very Low	**Low**	**Medium**	**High**	**Very High**

	5 Very Low	4 Low	3 Medium	2 High	1 Very High
Service Performance	Minor errors or disruption	Some disruption to activities / customers	Disruption to core activities / customers	Significant disruption to core activities. Key targets missed	Unable to delivery core activities. Strategic aims compromised
Reputation	Trust recoverable with little effort or cost	Trust recoverable at modest cost with resource allocation within budgets	Trust recovery demands cost authorisation beyond existing budgets	Trust recoverable at considerable cost and management attention	Trust severely damaged and full recovery questionable and costly
Financial Cost (£)	<£50k	£50k - £250k	£250k - £1m	£1m - £5 m	>£5m
			IMPACT		

Corporate Risk Severity Key

Colour	Level	Description
Green	Minor	Risk easily managed locally – no need to involve management
Yellow	Moderate	Risk containable at service level – senior management and SLT may need to be kept informed
Orange	Major	Intervention by SLT and / or CET with Cabinet involvement
Red	Critical	Significant CET and Cabinet intervention

Denbighshire County Council

Register Owner: Corporate Executive Team

Updated: 13.03.2014

Risk Description	Owner	Impact / Consequence	Inherent Risk	Controls to Manage Risk (in place)	Residual Risk	Further Actions	Action Owner	Action Date
DCC001 *Professional / Managerial* **The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death.** This risk is increasing as the environment is changing, with growing expectations around our duties in relation to 3rd party provision. CRB criteria are also changing which may increase the risk. The 'at risk' group is not limited to children here; adults are vulnerable too.	Nicola Stubbins Lead Member(s): Cllr Bobby Feeley	Significant reputational loss. Possible intervention by Welsh Government. Legal/compensation costs.	B2	Child protection & Safeguarding Procedures. Regular training of staff in Children & Family Services. Corporate Safeguarding Training Programme. Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse. Framework of self-assessment for schools in relation to safeguarding has been established. Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding. Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place. Compliance with safeguarding practises is part of the annual HR audit of schools. '% of staff (school and non-school) requiring a CRB check and/or references that have them in place' is built into HR's service plan. Corporate Safeguarding Group established with representation	C2	WAO has recently conducted a national review around the governance of Safeguarding. Report due, which will contain DCC-specific and more general recommendations. DCC to review its position once this report is available Corporate training to be prepared	Nicola Stubbins Leighton Rees	31-Jul-14 01-May-14
DCC004 *Professional / Managerial* **The risk that the HR framework doesn't support the organisation's aims.** The policies and procedures we have in place need to reflect current organisational strategy (e.g. flexible working), and HR	Rebecca Maxwell Lead Member(s): Cllr Barbara Smith	The council is unable to deliver the associated savings incorporated into the MTFP through the Modernisation priority if our policies don't support proposed strategy. Organisational functions such as restructures might be slow to progress or even violate employment law if our managers are not effectively	B2	There's a CRM in place in HR Direct to enhance efficiency and provide improved management information to identify areas of common enquiry. Middle Managers are being consulted with regarding their experience of the service, and further improvements will be made. Workforce Planning is now	B2	New strategic approach to 'Selecting Talent and Developing Potential' being developed for approval by SLT	Linda Atkin	31-May-14

need to offer support for those functions where the organisation requires it (e.g. restructures)	managers are not effectively supported	Workforce Planning is now embedded and the service is happy with its development. Although the transactional element of HR is being addressed with apparent success, there is still work to do to ensure that the strategic framework supports the organisation's aims.	No further action identified	N/A	N/A

DCC006 *Economic & Financial* **The risk that the economic and financial environment worsens beyond current expectations, leading to additional pressure on services and reduced income.** The forthcoming settlement is lower than originally anticipated, and may only be relevant for 1 year, affecting our ability to effectively plan for the medium term	Mohammed Mehmet Lead Member(s): Cllr Julian Thompson-Hill	The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.	**A1**	The council has no control over the global economy or the WG settlement. Therefore the inherent risk score likely to remain high. Annual, detailed budget setting process that considers economic environment The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment, and is considered on a quarterly basis. Budget-setting process and Modernisation Board's activities raise awareness of implications of significantly reduced income due to the economic environment. Quarterly financial planning meetings between services and management accountants are in place Service's budgets are scrutinsed by the Lead Member for Finance and the Head of Service during budget-setting talks	**C2**	New budget process (Freedom and Flexibilities) developed for 15/16 and beyond based around the Chief Executive's 'Sharpening Our Act' strategy. Currently being piloted and will be implemented over the summer.	Paul McGrady	30-Jun-14
						No further action identified	N/A	N/A
DCC007 *Legislative / Regulatory* **The risk that critical or confidential information is lost or disclosed.**	Hywyn Williams Lead Member(s): Cllr Barbara Smith	Reputational damage. Criticism from external regulators (e.g. WAO conducting a review of information management across Welsh Authorities in 2012). Fines from the Information Commissioner's Office (precedent of fines of up to £130k for single breach of Data Protection Act).	**B3**	The council has PSN accreditation. Retention schedules and file plans are incorporated into all EDRMS implementations. Staff workshops delivered on good archiving practices. Printer controls in place. EDRMS project being rolled out. Addresses checked by a second member of staff when sending sensitive information Information strategy in place. Strategic Information Risk Officer in place who investigates breaches and creates an action plan for prevention after each one. Training delivered to SLT and Corporate Governance Committee. Enforcing the encryption of any removal media used to download	**C3**	New information security policy	Alan Smith	31-Oct-14
						Corporate Stores changes: digitisation, revision of file-request process, file amnesty day	Alan Smith	30-Sep-13
						Corporate intranet based training available from April	Alan Smith	31-Jul-13

Risk	Owner / Lead Member(s)	Consequences	Rating	Control environment	Rating	Actions	Action owner	Date
DCC011 _Environmental_ **The risk of a severe weather, contamination, or public health event.** Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics.	Rebecca Maxwell Lead Member(s): Cllr David Smith	Significant disruption to core services. Serious injury or fatality due to road network closure, poisoning or infection. Reputational risk to the council if unable to deal with issues.	D2	The control environment in this area is the joint Emergency Planning Unit (Denbighshire & Flintshire). We also contiunally review our procedures for winter highways maintenance (e.g. this was the subject of a report to Communities Scrutiny Committee in October 2012, and we recently reviewed our emergency call-out rota system). Secondary rota established and operational. Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response, Recovery, and Information	D2	Training for CET and SLT in tactical and strategic emergency response to be delivered	Rebecca Maxwell	30-Jun-14
						Vulnerable People mapping project	Phil Gilroy	30-Sep-14
						Major incident handbook to be updated	Rebecca Maxwell	30-Apr-14
DCC012 _Legislative / Regulatory_ **The risk of a significantly negative report(s) from external regulators.**	Hywyn Williams Lead Member(s): Cllr Hugh Evans	Reputational damage. Potential intervention by the WG. Significant resources may be required to be diverted to deliver immediate and substantial change. Regulation we're subject to includes: CSSIW (Care and Social Services Inspectorate Wales); WAO office; Estyn; HSE (Health & Safety Executive); ICO (Information Commissioner's Office)	C2	The corporate performance management framework (PMF) is the main control in this area. New system of "excellence thresholds" and "interventions" now used which is more robust than traditional target setting. Training on PMF has been delivered to Members, with a specific sessions for Cabinet and Performance Scrutiny. Head of Business Improvement and Modernisation,and Corporate Programme Office Manager meet monthly with Wales Audit Office to understand and respond to their concerns. Regulators sit on our Service Performance Challenges now. Research & Intelligence team creates Needs & Demands, and Comparative reports to enhance self awareness for services.	D3	Annual governance statement and corporate self assessment have been integrated into a single document, 'Delivering Good Governance & Continuous Improvement'. First draft will be shared with our Regulators and will go to Corporate Governance Committee, ahead of publishing by the June deadline	Alan Smith	30-Jun-14
DCC013 _Partnership / Contractual_ **The risk of significant financial and reputational liabilities resulting from management of some Arm's Length organisations.** Liabilities could arise due to financial, HR, safeguarding, or general management problems	Hywyn Williams Lead Member(s): Cllr Huw Jones	Capital liabilities. Property Liabilities. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery. Reputation damage to the council.	B2	Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities. Heads of Service advise DCC on any emerging issues and risks. Financial support and/or subsidies being provided. Processes are in place to manage relationships between DCC and Arm's Length organisations.	B3	Internal Audit's Due Diligence report due imminently to provide a steer regarding how to improve controls around Arm's Length organisations	Rebecca Maxwell	30-Apr-14

DCC014	Hywyn Williams	Serious injury or death of an employee and/or member of public. Significant reputational damage Substantial legal/compensation costs. Criminal prosecution of senior staff.	C2	New H&S Committee established with representation from each service, plus meetings established with groups of services. Strategic leadership provided by Corporate Director with responsibility for health and safety. Improved efficiency through on-line & phone line incident reporting. Council has existing Health and Safety Managament System(s).	E2	No further action required		
Physical Hazards and H&S								
The risk of a health & safety incident resulting in serious injury or the loss of life. This could be as a result of an ineffective H&S management system; inadequate fire control systems (infrastructure); or inadequate fire management planning.	Lead Member(s): Cllr Julian Thompson-Hill			All DCC teams to identify their activities, consider the hazards associated with the work, describe how the risks are managed and then analyse any gaps in how they are managing the risks. These self analyses are now being monitored by the CH&S team who are going out into the workplaces and providing support, guidance and feedback where it is needed. The H&S training program focuses on in-house provision that is targeted at DCC activities. Strong Leadership process developed and in place across the organisation. Links developed with Property Services to manage property-related fire risks Middle managers have developed robust fire management system controls In-house training and meetings established to embed good practise. GUidance and assistance provided to managers responsible for developing fire management		No further action required		
DCC016	Paul McGrady	Potential increase in demand for services: e.g. homelessness and homlessness prevention services; housing (especially for stock which is currently scarce); benefits support / advice, etc. Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority. Increased recovery action and administrative costs. Increase in tenants' rents. Also an impact to Social Services due to Disability Living Allowance changes. This could also impact on our ability to deliver our Corporate Priorities	B2	DCC Welfare Reform Group has been meeting since April 2012. This group is cross service to ensure that information is shared and pressures identified to support our customers. Chair of Corporate Governance sits on the Welfare Reform Group	B3	Set up reporting arrangements for the group to keep Corporate Governance informed of its progress	Paul McGrady	30-Jun-14
Economic & Financial								
The risk that the impact of welfare reforms is more significant than anticipated by the council. Welfare reform has potentially significant implications for a large proportion of residents, and also on the council in terms of increased demand for services and reduced income. The actual impact is difficult to predict.	Lead Member(s): Cllr Hugh Irving					Council to be briefed on the pressures facing the organisation and the work of the group	Paul McGrady	Jun-14

DCC017	Mohammed Mehmet	If we decide to invest in technology that does not sufficiently contribute to our Modernisation agenda, not only are we likely to miss our targets, but we're also going to waste money.	B2	ICT Strategy (developed in conjuntion with SLT) agreed. ICT Business Partners work with services to forecast their ICT needs. All decisions for investment taken at Strategic Investment Group. The Programme Office has introduced a Stage Review Group that offers some quality assurance for business cases, prior to their being passed on for approval. IT Steering Group established to meet quarterly. ICT now part of the Business improvement & Modernisation service, and structures will be realigned to provide a more customer-focussed service. Hardware rollout almost complete, and software rollout planned and paid for. There's financial presence on the Modernisation Board, and a financial plan in place for the ICT strategy.	C2	Telephony strategy to be developed	Alan Smith	31.03.2015
Technological								
The risk that the ICT framework does not meet the organisation's needs. If we do not invest in appropriate technology at the right price, this will hinder our capability to deliver the efficiencies and savings required for the Modernisation priority. The main risk here is around the organisation taking decisions to invest in IT infrastructure that is not effective in reducing overheads. This can happen for two reasons: 1) we don't understand the current and necessary ICT requirements, and 2) we don't accurately predict the anticipated benefits. This risk might also occur as a missed opportunity to capitalise on effective technology, if we unaware of the capability that some technology can bring.	Lead Member(s): Cllr Barbara Smith					(Approved) migration to MS Enterprise to be delivered	Alan Smith	31.03.2015
DCC018	Mohammed Mehmet	The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits	B2	Corporate Programme Office established. HR resource identified to support restructures. Business Partners involved in workforce planning have identified a need for Change management training, and resource has been identified to support this. Programme Manager in place for the Modernisation priority (to co-ordinate projects). Establishment of a Modernisation Board, which can track projects and their benefits. Introduction of Verto to record benefit tracking. Change toolkits, together with factsheets, are on the intranet to support managers. HR Business Partners are now allocated to every major change to ensure consistency. Finance remove savings from budgets to ensure financial savings are delivered.	B2	Develop 'Denbighshire Way Change Management guidance' to deal with the staff and management requirements to facilitate change.	Linda Atkin	N/A
Professional / Managerial								
The risk that programme and project benefits are not fully realised. The council currently does consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour; and processes not changing as planned. Programmes to be mindful of here include: Economic & Community Ambition, Modernisation, Social Services Modernisation, Modernising Education, Coastal Facilities, and Rhyl Going Forward.	Lead Member(s): Cllr Barbara Smith					Take a proposal to CET regarding a process for managing the delivery of project benefits	Alan Smith	Apr-14
						Updates from all Boards to go to CET every three months	Mohammed Mehmet	Apr-14

DCC019 **Economic & Financial** **The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work programme.** Projects within the 21st Century Schools Programme are planned throughout the financial year, but rely on match-funding being available from the Welsh Government. If the WG's financial contribution is not received as aniticpated, it can affect the timing of each project, which can impact on the overall programme.	Hywyn WIlliams Lead Member(s): Cllr Eryl Williams	Delays in delivering the 21st Century Schools Programme.	B2	Regular liaison with WG and Strategic Investment Group to review progress of individual projects and the overall financial management of the longterm programme to identify potential risks in funding profiles. Establishment of a formal programme approach to manage the delivery of the 21st Century Schools programme. Projects over £5m in value are scoped out according to the Welsh Government's five case business model at development stage. Project at £5m or less are scoped out inline with the Welsh Government's business justification case documentation. Modernising Education Programme Board established, to meet monthly in the short term. SRO, Head of Service and Programme Manager have arranged for regular gateway review support from WG's Programme and Projects department (independent from WG's 21st Century Schools team). The recent gateway review - an independent report - was positive. Strategic Outline Case for Rhyl New School, Strategic Outline Case and Outline Business Case for Ysgol Glan Clwyd and the Business Justification Cases for Ysgol Bro Dyfrdwy and Bodnant Community School all approved by Welsh Government.	C2	No further action identified	N/A	N/A
						No further action identified	N/A	N/A
DCC021 **Partnership / Contractual** **The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop**. This could leading to significant misalignment between the strategic and operational direction of BCU and DCC	Nicola Stubbins Lead Member(s): Cllr Bobby Feeley	• inefficient services • gaps in service provision • delays/failure to deliver joint projects • reputational damage	B2	Establishment of a Denbighshire Health and Social Care Board, of which BCU is a member. DCC presence in Key CPG meetings and Regional Boards implementing integrated approaches. New Chief Executive of BCUHB appointed but not yet in post.	B2	Regional meetings between north Wales authorities and BCUHB scheduled	Nicola Stubbins	06-May-14
						No further action identified	N/A	N/A