

The main changes made to the Corporate Risk Register are listed below, along with any points of note:

- i. DCC001: *'The risk of a serious safeguarding error where the council has responsibility, resulting in serious injury or death'*. Two actions have been completed: launch of a corporate safeguarding training package, and relocation of the POVA team. A new action has been added: 'Monitor the completion of the Safeguarding e-learning module', because the e-learning package has only recently been launched. Depending on completion rates, the score will be reviewed in the next iteration of this risk register.
- ii. No change to DCC006: *'The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income'*. The 2018–19 budget-setting process is now complete, but there are serious pressures from 2019–20. For this reason, a strategic board has been established (Reshaping the Council Budget) made up of corporate directors and the CE, supported by the head of Finance. The purpose of the Board is to make suggestions to Members on how to reshape services to deliver a balanced budget. It's hoped that the necessary decisions will be made within necessary timescales, so the inherent risk score has reduced to C3.
- iii. DCC011: *'The risk of an ineffective response to a severe weather, contamination, or public health event (including cyber attack)'*. Risk of cyber attack added to the list of possible causes of this risk. There's a new mitigation action in place, namely that a mock disaster exercise took place in DCC in October 2017, and services were largely able to cope with the disruption. Lessons learnt from that exercise have produced an additional action: agree core staff who should have access to buildings during crisis situations. Change score from D2 to E2.
- iv. No change to DCC012: *'The risk of a significantly negative report(s) from external regulators'*.

- v. No change to DCC013: *'The risk of significant liabilities resulting from alternative models of service delivery'*.
- vi. No change to DCC014: *'The risk of a health & safety incident resulting in serious injury or the loss of life'*.
- vii. DCC016: *'The risk that the impact of welfare reforms is more significant than anticipated by the council'*. This risk has been updated to include actions currently underway to ensure a strategic approach is taken to tackle the potential risks and issues associated with the impact of Universal Credit. Risk score remains the same.
- viii. DCC018: *'The risk that programme and project benefits are not fully realised'*. Updates to boards listed in light of the new programme boards since creation of new corporate plan and introduction of Reshaping the Council's Budget Board. Two key controls have been added: i) Strategic Planning team will support the Boards, and also support performance management in the organisation, therefore there's a strong alignment between 'change' and BAU, and ii) New Corporate Plan Programme Boards chaired by Corporate Directors, who have attended Programme Management training. The likelihood of the risk materialising is the same at present, but there is scope to reduce that as we feel more assured that the new arrangements are effective.
- ix. No change to DCC021: *'The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCUHB and DCC'*.
- x. DCC027: *'The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough'*. The Shaping the Council's Budget board has been established, which is likely to make some controversial suggestions that will require political support. Therefore there may be increased risk of not achieving approval for the service changes required to deliver a balanced budget. For this reason, the likelihood of this reason coming to fruition has increased from a D2 to a C2.

- xi. No change to DCC028: *'The risk that the changes we introduce have a greater positive or negative impact than we anticipated'*.
- xii. Removal of DCC029: *'Risk of successful challenge that we are illegally depriving people of their liberty'*. There is an action to continue to assess people, which reflects that this activity is now business-as-usual. This risk was initially raised corporately as a response to a legal precedent that was set, but now that appropriate arrangements are in place it's recommended that the risk is managed at service level.
- xiii. DCC030: *'The risk that appropriate capacity and skills to sustain service and corporate performance is not available'*. A new Corporate Plan, coupled with budget pressures, will sometimes require capacity to be redeployed from one area of work to another. There is a risk that the pace of the organisation's response to these requirements is not quick enough, therefore fewer benefits are realised and/or delivery of these benefits is delayed. A mitigating action here is that all services should reconsider their activities in light of new corporate priorities (whether they be from the Corporate Plan, budget decisions, or other sources of change, e.g. legislation). There is no change in the risk score at the moment, but the situation will be monitored.
- xiv. No change to DCC031: *'The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.'*
- xv. No change to DCC033: *'The risk that the cost of care is outstripping the Council's resource'*. The mitigating actions are not quick-to-deliver, so it will be some time before they will impact on the risk score.
- xvi. New risk DCC034: *'The risk that demand for specialist care cannot be met locally'*. Availability of some specialist adult and child places can be scarce, leading to the requirement to provide expensive services that aren't available locally. Reduction in availability of domiciliary care provision also poses a risk to being unable to provide services needed (particularly in the South of the county).

xvii. New risk DCC035: *'The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate'*. The regional growth deal offers opportunity to develop DCC's economy, and there is a risk that there is insufficient engagement to capitalise on these opportunities. Conversely, with the benefits not being clear at present, there is a risk that DCC puts in a lot of effort but doesn't receive a proportionate return on investment. Denbighshire's Strategic Employment Manager is part of the People workstream of the Growth Deal, but there is concern that greater involvement and scrutiny is required. This is reflected in the fact that the inherent and residual risk score are the same, at C1 (very high risk).