

Appendix 2: Amendments to the Corporate Risk Register

Risk – New

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?	Suggested amendment
00045	The risk that the council is unable to deliver the agenda of Council and external organisations within existing resources	A3	C4	Judith Greenhalgh and Cllr Hugh H Evans	Consistent with Risk Appetite.	<p>Description added: “As resources have reduced, there is less capacity to additionally respond to new, emerging and unplanned issues of importance to residents, councillors or partners.”</p> <p>Impact / Consequences added: “No. 1 – Damage to reputation No. 2 – Financial liabilities No. 3 – Regulatory liabilities No. 4 – Deteriorating Staff morale No. 5 – Inability to meet statutory obligations”</p> <p>Controls added: “No. 1 – The content of the Corporate Plan was developed and agreed with officers and Members at the start of the new council year. This document should capture the ambition of Elected Members for their term of office. No. 2 – The Council partakes in government consultations on new legislation (either directly or through the WLGA).”</p>

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						No. 3 – Heads of Service assume responsibility for the implementation of new legislation, supported by the Strategic Planning Team where appropriate.”

Risks – Suggested Changes

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?	Suggested amendment
00001	The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death	B2	D2	Nicola Stubbins, Cllr Bobby Feeley, Cllr Huw Hilditch- Roberts and Cllr Mark Young	Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.	<p>Control added: “No. 18 – Adoption of new Wales Safeguarding Procedures.”</p> <p>Further action removed: Monitoring of staff completion of the safeguarding e-module is now routinely monitored by HR and managers. An indicator is also included within the Service Plan for Legal, HR and Democratic Services.</p> <p>Further action (00078) – description updated: “Safer Recruitments stats are monitored each month for new employees and figures provided to the Corporate Safeguarding panel on a quarterly basis.” Statistics for the</p>

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						December 2019 meeting have been uploaded to the register (appendix 1).
00006	The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income.	C1	C2	Judith Greenhalgh and Cllr Julian Thompson-Hill	Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.	<p>Description updated: "Although the latest draft budget settlement (4.3% increase in Revenue Support Grant) is welcome it still falls short of the 10% that would have been required in order to fund all the pressures that the Council is facing. The levels of future settlements are unknown yet and we await the UK Budget in March 2020."</p> <p>Further action removed: "CET to continually consider the residual risk score in light of Brexit." This is done routinely with SLT now, as reflected within existing controls.</p>
00011	The risk of an ineffective response to a serious unexpected event, such as severe weather, contamination, public safety (including cyber-attack) or a public health event.	D2	E2	Graham Boase and Cllr Richard Mainon	Consistent with Risk Appetite.	<p>Inherent Risk: Changed from D2 to A2.</p> <p>Control added: "No. 15 – Covid19 Control: Emlyn Jones, Head of Planning, Public Protection & Countryside Services to coordinate key messages from the UK Government, Welsh Government, Public Health Wales / England, the WLGA and professional bodies, responding as appropriate. Staff have been asked to forward</p>

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						<p>any information or queries that they receive to him. A similar request has been sent by Cllr Richard Mainon (Lead Member for Emergency Planning) to all Members. Arrangements are being kept under review and changes will be communicated.”</p> <p>Residual Risk: Changed from E2 to C3.</p> <p>Further action amended: Due date for review of business continuity policy changed to 30/06/2020.</p>
00013	The risk of significant liabilities resulting from alternative models of service delivery	B2	E2	Judith Greenhalgh and Cllr Julian Thompson-Hill	Consistent with Risk Appetite.	<p>Description amended: “Liabilities could arise due to financial, HR, safeguarding, or general management governance problems and could impact on the sustainability of service provision”</p> <p>Impact / Consequences added: “No. 4 – Collapse of Company” “No. 6 – Safeguarding to include protection of all assets (physical & intellectual Information)”</p> <p>Control amended: “No.1 – A rigorous process is in place to ensure appropriate governance arrangements are in place as ADMs are established.”</p>

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						<p>Controls added: "No. 2 – Effective contract management arrangements are in place and appropriate monitoring is carried out throughout the life of the contract." "No. 8 – Register of all ADMs." "No. 9 – Ensure best practice / lessons learned is applied to our robust contract and relationship management of ADM models." "No. 11 – Compliance with current legislation and approved accredited standards as appropriate."</p>
00014	The risk of a health & safety incident resulting in serious injury or the loss of life. (Where H&S is referred to, this incorporates fire safety)	C2	E2	Steve Gadd and Cllr Julian Thompson-Hill	Consistent with Risk Appetite.	<p>Risk Owner updated: From Graham Boase, Corporate Director for the Economy and Public Realm, to Steve Gadd, Head of Finance and Property.</p> <p>Control updated: "No. 1 – Strategic leadership is provided by the Head of Finance & Property, with delegated responsibility for Health and Safety."</p>
00016	The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council.	B2	D3	Steve Gadd, Cllr Bobby Feeley and Cllr Julian Thompson-Hill	Consistent with Risk Appetite.	<p>Impact / Consequences updated: "No. 3. Potential rise of council tax reduction scheme claimants."</p>

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00018	The risk that programme and project benefits are not fully realised.	B2	D2	Judith Greenhalgh and Cllr Julian Thompson-Hill	Consistent with Risk Appetite.	<p>Description updated: Amended to reflect change to Corporate Plan programme board structure, where now there will be one single Corporate Plan Board, attended by all of SLT and Cabinet.</p> <p>Control added: "No. 10. Quarterly Performance Reports on the Corporate Plan are sent to SLT, Cabinet and Scrutiny."</p> <p>Controls updated: Nos. 3, 12 & 13 – Amended to reflect change in programme board structure. "No. 6 – Use of Verto to record benefit tracking and significant outcomes from projects will be picked up as part of service plan process." No. 11 – SLT now reviews key projects quarterly, not CET.</p>
00021	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	A1	C2	Nicola Stubbins and Cllr Bobby Feeley	Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects	<p>Control updated: "No. 1 – DCC presence in key meetings and Boards looking at implementing integrated new approaches."</p> <p>Further action added:</p>

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	operational direction of BCU and DCC				the current risk to the council.	"Completion of Community Resources project, to include delivery of two further sites in Denbigh and Prestatyn" – by 31/03/21.
00027	The risk that even if the settlement is as anticipated, decisions that are necessary to identify and deliver the savings programme and enable a balanced budget are not taken or implemented quickly enough	B1	C2	Judith Greenhalgh and Cllr Hugh Evans	Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.	<p>Control updated: "No. 3 – The better than expected settlement for 2020/21 means that only savings with minimum impact on service delivery and staff have been accepted."</p> <p>Further action added: "Review Strategic Investment Group (SIG) process" – by 31/03/20.</p>
00030	The risk that Senior Leadership capacity and skills to sustain service and corporate performance is not available	C3	D3	Judith Greenhalgh and Cllr Hugh Evans	Consistent with Risk Appetite.	<p>Title amended from: "The risk that appropriate capacity and skills to sustain service and corporate performance is not available."</p> <p>Description and controls updated: To reflect changes to Senior Leadership Team since September (i.e. references to CET, and chair of Corporate Plan Programme Board).</p> <p>Control removed: Control no. 2, which concerned the appointment of senior middle managers. There are no new appointments.</p>

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?	Suggested amendment
00031	The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.	C2	E2	Judith Greenhalgh and Cllr Julian Thompson-Hill	Consistent with Risk Appetite.	<p>Control added: "No. 14 – Engagement with the National Fraud Initiative (NFI)" "No.15 – Strategy for the prevention and detection of fraud corruption and bribery which also includes fraud response plan" "No.16 – E-learning modules on Whistleblowing and Code of conduct"</p>
00033	The risk that the cost of care is outstripping the Council's resource	B1	C2	Nicola Stubbins and Cllr Bobby Feeley	Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.	<p>Control added: "No. 10 – Opportunities arising from the Healthier Wales Transformation Programme."</p> <p>Control updated: "The Budget for 2020/21 has attempted to meet the growth in this area for 2020/21 with an additional budget of £2.6m added. It is recognised that growth in demand will continue in future years."</p>
00036	The risk that any negative impacts of leaving the European Union cannot be mitigated by the council	B1	B1	Judith Greenhalgh and Cllr Hugh Evans	Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects	<p>Impact / Consequence added: "No. 11 – Denbighshire businesses that import/export to European Union areas."</p> <p>Impact / Consequence removed:</p>

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					the current risk to the council.	Impact / consequence no. 10, concerning potential electoral issues, is no longer felt to be current.
00037	The risk that partners don't have the resources, matching priorities or commitment to support delivery of shared plans and priorities	B1	C2	Judith Greenhalgh and Cllr Hugh Evans	Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.	Control amended: "No. 1 – Denbighshire is represented at collaborative boards by senior managers and / or political leadership, for example, at the Regional Partnership Board, Economic Ambition Board, and Regional Leadership Board."
00043	The risk that the council does not have the funds or resources to meet its statutory obligations under the Additional Learning Needs and Education Tribunal (Wales) Act 2018	B2	D3	Karen I Evans, Cllr Bobby Feeley and Cllr Huw Hilditch-Roberts	Consistent with Risk Appetite.	Risk Owner updated: From Nicola Stubbins, Corporate Director for Communities, to Karen I Evans, Head of Education & Children's Services. Further action added: "Pressure to be considered as part of budget setting process for 2021-22 as the implications become clear" – by December 2020.
00044	The risk of Ash Dieback Disease (ADB) in Denbighshire leading to significant health and safety issues that represent a potential risk to life	A1	A2	Tony Ward and Cllr Tony Thomas	Major risk. Risk Appetite suggests that this should be at most a moderate risk. Our management of this difficult risk is in its	Title amended from: "The risk of Ash Dieback Disease (ADB) in Denbighshire leading to serious disruption, Budgetary impacts, risks to infrastructure and the increased potential for deaths and injuries"

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					<p>early stages, and our current score reflects this. As our mitigating actions progress over the next 12 months, we would expect to see the risk come more under our control, and the scoring reduce towards our accepted appetite.</p>	<p>Lead Member updated: Cllr Tony Thomas is the only Lead Member for this. Risk was previously shared with Cllr Brian Jones.</p> <p>Impact / Consequences updated: "The impact is likely to be far reaching, across various Council services and communities themselves. No. 1 – Considerable impact on landscape - dead and dying ash trees across the County. No. 2 – Increased liability. No. 3 – Impacts on statutory functions and service delivery. No. 4 – Public safety. No. 5 – Staff safety. No. 6 – Significant budgetary implications. No. 7 – Disruption to infrastructure and communities. No. 8 – Political and reputational impact."</p> <p>Inherent Risk: Changed from A2 to A1.</p> <p>Controls added: "No. 1 – A briefing paper on our approach went to Cabinet in December 2019.</p>

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						<p>No. 2 – Project brief is being drawn up (through Verto) outlining our approach to developing our action plan over the next 12 months, and agreeing procedures to identify and deal with trees (including replanting initiatives).</p> <p>No. 3 – We are exploring collaboration opportunities with Conwy County Borough Council.</p> <p>No. 4 – 200k identified within council budget to support initial development of Action Plan.”</p> <p>Residual Risk: Change from A3 to A2.</p> <p>Further Actions added: “No. 1 – Recruit staff / tree inspectors” – April 2020 “No. 2 – Formally establish the collaborative project with CCBC” – February 2020 “No. 3 – Develop and adopt a corporate action plan for Ash Dieback” – March 2021 “No. 4 – Secure further funding for delivery of the action plan” – December 2020.</p>

Risks – No Change

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?
00012	The risk of a significantly negative report(s) from external regulators.	C2	D3	Judith Greenhalgh and Cllr Hugh Evans	Moderate risk. Risk Appetite suggests that this should be at most a minor risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.
00034	The risk that demand for specialist care cannot be met locally	B2	C2	Nicola Stubbins, Cllr Bobby Feeley and Cllr Huw Hilditch-Roberts	Major risk. Risk Appetite suggests that this should be at most a moderate risk. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.
00035	The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate	C2	C2	Graham Boase and Cllr Hugh Evans	Consistent with Risk Appetite.