

## Corporate Risk Register (September 2020)

### Risks – New

Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?	Suggested amendment
00046	Failure to progress the replacement Local Development Plan (LDP) to adoption.	<b>A2 –</b> Critical Risk: Almost Certain / High impact	<b>A2 –</b> Critical Risk: Almost Certain / High impact	Emlyn Jones and Cllr Mark Young	Critical risk. Risk Appetite suggests that this should be at most a major risk.  The Risk Owner has confirmed that they are comfortable that the scoring accurately	This risk has been escalated from a Planning, Public Protection and Countryside service risk to a Corporate Risk.  <b>Description:</b> As a result of impacts of the Covid-19 crisis we will not be able to progress the Replacement LDP in line with the current Delivery Agreement timetable. Consequently, there will not be

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					reflects the current risk to the council.	a new LDP adopted when the current LDP expires at the end of 2021. Risks are the failure to agree a revised Delivery Agreement, the risk of WG not agreeing a new Delivery Agreement, and WG not allowing an extension to the end date of the current LDP, meaning that there would be a period of time with no local planning policies in place for Denbighshire. We would be reliant on national policy only, which would have an impact, for example, on delivery of affordable housing in Denbighshire, and pressure for development on unallocated sites.

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						<p><b>Impact / Consequences:</b></p> <ul style="list-style-type: none"> <li>• Potential impact to our population in terms of the development of houses on inappropriate sites</li> <li>• Reputational risk to the council</li> <li>• Financial risk</li> <li>• Legal challenge</li> <li>• Lack of political agreement</li> </ul> <p><b>Inherent Risk:</b> A2 - Critical Risk: Almost Certain / High impact</p> <p><b>Controls to Manage Risk (in place):</b> Undertook a broad risk assessment as part of the Delivery Agreement approved</p>

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						<p>by the Council and Welsh Government. A Strategic Planning Group has been established and the work on the development of the Replacement LDP is underway; however, meetings were suspended from February 2020. Meetings of the Group will reconvene in September 2020. Discussions with WG officers are ongoing and WG are exploring options to allow for more flexibility with LDP end dates. The Team are currently undertaking a Covid-19 impact assessment, looking at implications for the draft Preferred Strategy in terms of content and approach, timescales for the delivery of</p>

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						<p>the new LDP and whether background evidence will need to be reviewed. This will be submitted to WG along with a revised Delivery Agreement once we have further clarification from WG.</p> <p><b>Residual Risk:</b> A2 - Critical Risk: Almost Certain / High impact</p>

## Corporate Risk Register (September 2020)

### 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	<b>B2 –</b> Critical risk: Likely / High Impact	<b>D2 –</b> Major risk: Unlikely / High Impact	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.	<b>Further action date amended:</b> Monitor performance in relation to the percentage of eligible staff (corporate and schools) that have an up to date DBS and reference check or risk assessment. Action is continuous, but for the purposes of the register, amended from 31/03/20 to 31/03/2021.
00006	The risk that the economic and financial environment	<b>B1 –</b> Critical	<b>B2 –</b> Critical	Judith Greenhalgh and	Critical risk. Risk Appetite suggests	<b>Description updated to include:</b> The Council is facing a significant in-year

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	worsens beyond current expectations, leading to additional demand on services and reduced income.	risk: Likely / Very High Impact	risk: Likely / High Impact	Cllr Julian Thompson-Hill	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.	financial pressure due to covid-19, having incurred financial costs and lost income. Income lost is unlikely to be reimbursed and future financial settlements will also be affected.  <b>Inherent risk changes:</b> From C1 to B1  <b>Residual risk changes:</b> From C2 to B2  <b>Further actions added:</b> The Council will take all steps to reclaim funding from WG. Owner – Steve Gadd; Deadline March 2021;

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						Throughout the recovery process, look at new ways of working. Owner – Judith Greenhalgh; Deadline March 2021
00011	The risk of an ineffective response to a serious event, such as severe weather, contamination, public safety (including cyber-attack) or a public health event (such as Covid-19).	<b>A2 –</b> Critical Risk: Almost Certain / High impact	<b>C3 –</b> Moderate risk: Possible / Medium Impact	Graham Boase and Cllr Richard Mainon	Consistent with Risk Appetite.	<p><b>Title amended:</b> From “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.”</p> <p><b>Description updated:</b> To include “Public health events, such as Covid-19, puts terrific strain on organisations such as ours, impacting on service delivery, project timescales, staff capacity, and of</p>



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						<p>course finances. It also challenges the resource capacity of partners and providers that we work with.”</p> <p><b>Impact / Consequences added:</b> For “Inability to deliver front line services”, have now included “(as a result of staff shortages for example)”.</p> <p>Also “Significant cost pressures to our budget.”</p> <p><b>Control updated:</b> “Bullet 15 – Covid-19 Control – SEMT has been meeting on a regular basis and has responded to the initial covid-19 emergency and has agreed a number of covid-19 recovery</p>

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						<p>themes for which members of SLT are leading. These are monitored regularly at SLT and have political input by Lead Member and Cabinet. Should covid-19 escalate (second wave), SLT will monitor and no doubt SEMT will recommence.</p> <p><b>Further action date amended:</b> Develop and gain SLT approval for a new policy to ensure business continuity whereby staff take essential equipment home at the end of each day. Amended from 30/06/20 to 31/03/2021.</p>
00013	The risk of significant liabilities resulting from	<b>B2 –</b> Critical	<b>C2 –</b> Major	Judith Greenhalgh and	Critical risk. Risk Appetite suggests	<b>Description updated:</b> This risk will now also be impacted by covid-19 and we

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	alternative models of service delivery	risk: Likely / High Impact	risk: Possible / High Impact	Cllr Julian Thompson-Hill	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.	have already seen a significant loss of income within our leisure ADM as a result.  <b>Residual risk changes:</b> From E2 to C2
00018	The risk that programme and project benefits are not fully realised.	<b>B2 –</b> Critical risk: Likely / High Impact	<b>D2 –</b> Major risk: Unlikely / High Impact	Judith Greenhalgh and Cllr Julian Thompson-Hill	Consistent with Risk Appetite.	<b>Description updated:</b> It is understood that a number of programmes and projects will be facing delays as a result of covid-19.  <b>Controls updated:</b> "Bullet 14: The Corporate Plan was reviewed during its

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						second tranche review in July during which the impact of covid-19 and current project progress was analysed. Senior managers and Cabinet confirmed their continued commitment to existing projects.”
00037	The risk that partners don't have the resources, matching priorities or commitment to support delivery of shared plans and priorities	<b>B1 –</b> Critical risk: Very Likely / High Impact	<b>C2 –</b> Major risk: Possible / High Impact	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	<b>Description updated to include:</b> Covid-19 has put external pressure on the council and its partners to deliver services; this is likely to be the case into the medium term.

## Corporate Risk Register (September 2020)

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					reflects the current risk to the council.	
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	<b>B2 –</b> Critical risk: Likely / High Impact	<b>D3 –</b> Moderate Risk: Unlikely / Medium Impact	Geraint Davies, Cllr Bobby Feeley and Cllr Huw Hilditch-Roberts	Consistent with Risk Appetite.	<b>Change to Risk Owner:</b> Change to Geraint Davies due to changes at SLT level
00044	The risk of Ash Dieback Disease (ADB) in Denbighshire leading to significant health and safety	<b>A1 –</b> Critical Risk: Almost	<b>A2 –</b> Critical Risk: Almost	Tony Ward, Cllr Brian Jones and	Critical risk. Risk Appetite suggests that this should be at most a moderate risk.	<b>Control updated:</b> "Bullet 3 – The Head of Service has now started to progress the collaborative project with Conwy on ADB. This was planned to begin in April,

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	issues that represent a risk to life	certain / Very high impact	Certain / High impact	Cllr Tony Thomas	Our management of this difficult risk is in its early stages. Our current score reflects this and the serious potential for death or injury. 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	but was postponed due to Covid-19. 2 tree inspectors have been appointed (on 12-month secondment from Countryside Services) to start to inspect/map our tree assets. The aim is now for the project to begin on (or around) 1st Sept, and detailed discussions with Conwy are currently taking place. The aim is still to have a corporate ADB Plan in place within 12 months of starting the project, but the impact of ADB could need to be managed for the next 5-10 years.” <b>Actions updated:</b> Actions concerning the recruitment of a tree officer and the establishment of a collaborative project

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					towards our accepted appetite.	<p>with Conwy County Borough Council have been marked complete.</p> <p>The timescale for the development of an action plan for Ash Dieback has changed from 31/03/2021 to 30/09/2021</p> <p>The timescale for securing further funding for the delivery of the action plan has changed from 31/12/2020 to 31/03/2021.</p> <p><b>New action added:</b> Agree detail of collaborative project with Conwy to enable our 2 tree inspectors to begin work on 1st Sept 2020". Deadline 01/09/2020</p>

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### 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.	<b>C2 –</b> Major risk: Possible / High Impact	<b>D3 –</b> Moderate Risk: Unlikely / Medium Impact	Judith Greenhalgh and Cllr Hugh Evans	Consistent with Risk Appetite.
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)	<b>C2 –</b> Major risk: Possible / High Impact	<b>E2 –</b> Moderate risk: Rare / High impact	Graham Boase and Cllr Julian Thompson-Hill	Consistent with Risk Appetite.



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Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?
00016	The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council.	<b>B2 –</b> Critical risk: Likely / High Impact	<b>D3 –</b> Moderate Risk: Unlikely / Medium Impact	Steve Gadd, Cllr Bobby Feeley and Cllr Julian Thompson-Hill	Consistent with Risk Appetite.

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Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?
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 operational direction of BCU and DCC	<b>A1 –</b> Critical Risk: Almost certain / Very high impact	<b>C2 –</b> Major risk: Possible / High Impact	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.

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Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?
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	<b>B1 –</b> Critical risk: Likely / Very High Impact	<b>C2 –</b> Major risk: Possible / High Impact	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.
00030	The risk that Senior Leadership capacity and skills to sustain service and corporate performance is not available	<b>C3 –</b> Moderate risk: Possible / Medium Impact	<b>D3 –</b> Moderate Risk: Unlikely / Medium Impact	Judith Greenhalgh and Cllr Hugh Evans	Consistent with Risk Appetite.

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Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?
00031	The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.	<b>C2 –</b> Major risk: Possible / High Impact	<b>E2 –</b> Moderate risk: Rare / High impact	Judith Greenhalgh and Cllr Julian Thompson-Hill	Consistent with Risk Appetite.
00033	The risk that the cost of care is outstripping the Council's resource	<b>B1 –</b> Critical risk: Likely / Very High Impact	<b>C2 –</b> Major risk: Possible / High Impact	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.

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Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?
00034	The risk that demand for specialist care cannot be met locally	<b>B2 –</b> Critical risk: Likely / High Impact	<b>C2 –</b> Major risk: Possible / High Impact	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	<b>C2 –</b> Major risk: Possible / High Impact	<b>C2 –</b> Major risk: Possible / High Impact	Graham Boase and Cllr Hugh Evans	Consistent with Risk Appetite.

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Risk Number	Title	Inherent Risk	Residual Risk	Risk Owners	In alignment with the Council's Risk Appetite Statement?
00036	The risk that any negative impacts of leaving the European Union cannot be mitigated by the council	<b>B1 –</b> Critical risk: Likely / Very High Impact	<b>B1 –</b> Critical risk: Likely / Very High Impact	Judith Greenhalgh and Cllr Hugh Evans	Critical 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.
00045	The risk that the council is unable to deliver the agenda of Council and external organisations within existing resources	<b>A3 –</b> Major Risk: Almost Certain / Medium Impact	<b>C4 –</b> Moderate Risk: Possible / Low Impact	Judith Greenhalgh and Cllr Hugh Evans	Consistent with Risk Appetite.