



Denbighshire County Council
2012 - 2013





Corporate Risk Register

	Inherent	Residual	Page
DCC001 The risk of a serious safeguarding error where the council has responsibility. 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.	B2	C2	Link
DCC004 The risk that we are unable to develop the staff and management capability to deliver the change agenda. The council currently does not have the internal capacity to deliver this change. Some of the issues	B2	B2	Link
DCC005 The risk that the time and effort invested in existing large-scale collaboration projects is disproportionate to the benefits realised.	B2	C2	Link
DCC006 The risk that the economic environment worsens beyond current expectations, leading to additional demand on services and reduced income. Although we do have a 3-yr indicative settlement, this position	C1	C2	Link
DCC009 The risk that strategic ICT does not enable improvement and support change. This risk is growing, and will continue to grow until we act decisively to mitigate the risk.	A2	B2	Link
DCC010 The risk that our asset portfolio becomes an unmanageable liability and an obstacle to strategic planning.	B2	D2	Link
DCC015 The risk that the council cannot influence the collaboration agenda, and that further collaboration is forced upon on rather than entered into voluntarily. Collaboration is not voluntary; it is already a requirement of the Compact. However, it is resource intensive and benefits realisation can be difficult.	B2	B2	Link
DCC002 The risk of a judicial review of care home fees ruling against the council. The risk here is that the additional costs associated with care home fees are over & above what is currently built into the Medium	C2	D3	Link
DCC007 The risk that critical or confidential information is lost or disclosed.	B3	C3	Link
DCC011 The risk of a severe weather event, over and above expected patterns of seasonal weather. Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact	E1	E1	Link
DCC012 The risk of a significantly negative report(s) from external regulators.	C2	D3	Link
DCC013 The risk of significant financial liabilities resulting from the failure of an external organisation (e.g. Arms Length Management Organisations, facilities with lease arrangements, etc)	C2	C2	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	D1	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	B3	B3	Link

Risk Assessment Criteria

LIKELIHOOD	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					
					5	4	3	2	1
					Very Low	Low	Medium	High	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 deliver 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

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

Denbighshire County Council

Register Owner: Corporate Executive Team

[LINK TO POLICY STATEMENT](#)

Updated: 12.11.12

[LINK TO RISK GUIDANCE](#)

Risk Description	Owner	Impact / Consequence	Inherent Risk	Controls to Manage Risk (in place)	Residual Risk	Further Actions	Action Owner	Action Date
DCC001	Sally Ellis	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.	C2	Incorporate and embed safeguarding employment practices into the HR audits. <i>Safeguarding employment practices have been incorporated into HR audits and they commenced in October 2012. This is not yet embedded, and should be reviewed in January 2013. QA checks are undertaken as part of HR audits in schools and departments.</i>	Linda Atkin	31-Jan-13
<i>Professional / Managerial</i>								
<p>The risk of a serious safeguarding error where the council has responsibility.</p> <p>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.</p>	<p><u>Lead Member(s):</u></p> <p>Cllr Bobby Feeley</p>							

DCC002	Sally Ellis	Financial cost is potentially more than that currently put aside. Potential additional fees for other areas of social care could follow. Reputational impact of negative publicity attached to an unfavourable judicial review.	C2	Resources have been set aside in the MTFP to cover potential additional costs. Clear methodology to calculate care home fees has been developed on a sub-regional basis.	D3	Develop a regional methodology for calculating care home fees. <i>Confirmation has been received that 2 out of the outstanding 3 North Wales LAs have signed up to the methodology. The 3rd LA is still considering the methodology, but is expected to agree it by March 2013.</i>	Phil Gilroy	31-Mar-13
<i>Legislative / Regulatory</i>							<u>Lead Member(s):</u> Cllr Bobby Feeley	Review the contingency within the MTFP prior to 2013-14 budget agreement to ensure it is sufficient.
DCC004	Mohammed Mehmet	The council is unable to deliver the associated savings incorporated into the MTFP. In addition, this could impact on the delivery of the planned collaboration savings.	B2	The fact that the residual & inherent risk scores are the same (and red) suggests that our current control environment in this area needs to be strengthened. However, we have recruited to the Hwb, and projects are currently being developed. Corporate Priority around Modernisation will provide some focus for the necessary work.	B2	Alignment of workforce, ICT and office accommodation strategies. <i>It has now been agreed that HR and ICT are involved at the early stages of accommodation strategies. The Modernisation Board is co-ordinating this activity and a Programme Manager is being recruited.</i>	Paul McGrady, Linda Atkin and Cara Williams	31-Mar-13
<i>Professional / Managerial</i>							<u>Lead Member(s):</u> Cllr Barbara Smith	Delivery of the People Strategy Action Plan. <i>The first meeting of the Project Sponsors has been held with further meetings arranged for November and January. The Plan has been updated with progress made so far and reported to CET. Agreed that updates will be given to SLT in a regular basis and workstreams identified which will need to be reported through the Moderising Board.</i>
DCC005	Mohammed Mehmet	The council is unable to deliver the planned savings within the MTFP. If benefits are not realised, we may miss opportunities to deliver service improvements.	B2	We do have reporting arrangements in place for the existing major collaboration projects (e.g. Social Services Hub, Residual Waste Project, RESIS) through Regional Leadership Board. Scrutiny arrangements are in place. Exit clauses do exist where appropriate (e.g. for residual waste project if the project goes beyond the agreed affordability envelope).	C2	The council to establish a clear position in relation to the role it will play in implementing the Compact, ensuring that our input is proportionate to the potential benefits.	Mohammed Mehmet	31-Jan-13
<i>Partnership / Contractual</i>							<u>Lead Member(s):</u> Cllr Hugh Evans	

DCC006	Mohammed Mehmet	The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.	C1	The council has no control over the global economy or the WG settlement. Therefore the inherent risk score likely to remain high. The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment.	C2	Develop alternative financial plans based on a different scenario, i.e. what would we do if our budget was cut by 5%?. <i>This is currently underway as it part of the MTFP.</i>	Paul McGrady	28-Feb-13
<i>Economic & Financial</i>	<u>Lead Member(s):</u> Cllr Julian Thompson-Hill					Coordinated approach to ensure services consider the implications of significantly reduced income due to the economic environment. <i>This is currently underway and will be reviewed as part of the 2013/14 budget process.</i>	Paul McGrady	28-Feb-13
The risk that the economic environment worsens beyond current expectations, leading to additional demand on services and reduced income. Although we do have a 3-yr indicative settlement, this position could change overnight (e.g. collapse of the Euro).						Services to identify alternatives for current efficiency targets that look difficult to deliver. Service Performance Challenges in Oct/Nov 2012 will clarify the position and a revised MTFP will than be developed and presented to Members.	Paul McGrady	31-Dec-12
DCC007	Hywyn Williams	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	Our controls are particularly strong on the technical (i.e. electronic side), and work has been undertaken to improve the position with paper. The council achieves GCSX accreditation every year which demonstrated compliance with UK Government Code of Connection. Mobile racking has been installed, which doubled the capacity in the corporate stores, and archiving backlog dealt with. Staff workshops delivered on good archiving practices. Additional post created to manage Freedom of Information (FOI) requests.	C3	Under Phase 2 of ICT Strategy, continue to move essential paper records to electronic format, utilising EDRMS. This forms part of the Modernisation Programme.	Cara Williams	01-Apr-13
<i>Legislative / Regulatory</i>	<u>Lead Member(s):</u> Cllr Barbara Smith					Create/agree retention schedules for information: paper & electronic. <i>This is partially complete and is covered by the review of information management, which has now been agreed.</i>	Alan Smith	01-Apr-13
The risk that critical or confidential information is lost or disclosed.						Agree timescales for application of agreed retention schedules within each service. <i>This is covered by the review of information management, which has now been agreed.</i>	Alan Smith	01-Apr-13
						Ensure that our frameworks for information management are legally compliant (e.g. in relation to FOI, DPA, etc).	Alan Smith Gary Williams	01-Apr-13

DCC009	Sally Ellis	Staff are not able to respond to the change agenda. The council is unable to deliver planned efficiency savings as ICT acts as a barrier to change. Residents are unable to access information effectively.	A2	ICT Strategy (developed in conjunction with SLT) agreed. The fact that the inherent risk score is red suggests that our current control environment in this area needs to be strengthened. This is a reflection of the fact that the ICT Strategy is in its early stages.	B2	Review of benefits from Phase I of the ICT Strategy.	Cara Williams	31-Dec-12
<i>Technological</i>								
The risk that strategic ICT does not enable improvement and support change. This risk is growing, and will continue to grow until we act decisively to mitigate the risk.	<u>Lead Member(s):</u> Cllr Barbara Smith					Agree (and then deliver) Phase II of the ICT Strategy . <i>This forms part of the Modernisation programme.</i>	Cara Williams	31-Mar-13
DCC010	Mohammed Mehmet	The council has to spend an increasing proportion of available resources on maintaining deteriorating assets. The council has an unsustainable asset portfolio.	B2	The Corporate Asset Management Plan. Similar to DCC009, our current control environment is weak in this area. However, it is felt that we do have the current capacity, capability and drive to deliver a solution to control this risk. The new Corporate Plan, with the intention to invest significant additional capital funding to improve our school buildings, provides a control for this risk.	D2	Review of the Corporate Asset Management Plan to provide a clearer picture of where we want to be with the asset portfolio. <i>This is already underway.</i>	Paul McGrady	31-Mar-13
<i>Economic & Financial</i>								
The risk that our asset portfolio becomes an unmanageable liability and an obstacle to strategic planning.	<u>Lead Member(s):</u> Cllr Julian Thompson-Hill					Peer review of the Corporate Asset Management Plan. <i>This will be carried out following the completion of the action above.</i>	Paul McGrady	30-Jun-13
						Alignment of workforce, ICT and office accomodation strategies. <i>Disposals are proceeding according to plan. The Modernisation Board will co-ordinate the strategies. The Corporate Plan identifies significant resources for investment in our asset portfolio.</i>	Paul McGrady, Linda Atkin and Cara Williams	31-Mar-13
DCC011	Mohammed Mehmet	Significant disruption to core services. Serious injury or fatality due to road network closure. Reputational risk to the council if unable to deal with issues.	E1	The control environment in this area is the joint Emergency Planning Unit (Denbighshire & Flintshire). We also contiually 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).	E1	Review the joint arrangements with Flintshire to provide assurance that they are robust. <i>A partial review meeting has been held with the Civil Contingencies Manager regarding 'on the ground responsibilities'. This has improved the joint arrangements. The Emergency Planning Unit is currently subject to a regional collaboration review.</i>	Stuart Davies	31-Mar-13
<i>Environmental</i>								
The risk of a severe weather event, over and above expected patterns of seasonal weather. Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery.	<u>Lead Member(s):</u> Cllr David Smith					Implementing a more robust secondary stand-by rota for our emergency call-out system within highways winter maintenance.	Stuart Davies	31-Dec-12

DCC012	Mohammed Mehmet	Reputational damage. Potential intervention by the WG.		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 Planning & Performance and Corporate Improvement Team Manager meet monthly with Wales Audit Office to understand and respond to their concerns.		Develop a more formal framework for co-ordinating self-assessments to support regulatory activities.	Alan Smith	31-Mar-13
<i>Legislative / Regulatory</i>								
The risk of a significantly negative report(s) from external regulators.	<u>Lead Member(s):</u> Cllr Hugh Evans	Significant resources may be required to be diverted to deliver immediate and substantial change.	C2		D3			
DCC013	Hywyn Williams	Capital liabilities. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery.		Council representation on Boards, and Heads of Service providing strategic leadership to facilities. Financial support and subsidies being provided. Resources have been committed to improve financial monitoring of facilities. Review of Clwyd Leisure is complete and report taken to CET in October 2012.		A shadow board to be established between Clwyd Leisure and DCC to assist with operational aspects of the company and take forward recommendations from the review, and work through replacement options for declining assets. A further report is due at CET in December 2012.	Jamie Groves	31-Dec-12
<i>Partnership / Contractual</i>		Reputation damage to the council.	C2		C2			
The risk of significant financial liabilities resulting from the failure of an external organisation (e.g. Arms Length Management Organisations, facilities with lease arrangements, etc)	<u>Lead Member(s):</u> Cllr Huw Jones					Finalise the long term strategy for Bodelwyddan Castle. <i>This remains ongoing. We are engaged in detailed discussions with the manager, but there is no long term strategy in place as yet.</i>	Steve Parker	31-Dec-12
DCC014	Hywyn Williams	Serious injury or death of an employee and/or member of public. Significant reputational damage Substantial legal/compensation costs.		Corporate approach to hazard identification in response to the HSE Strong Leadership Project. 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 does have existing Health and Safety Management System(s) but more needs to be done to ensure they are fully effective and completely		Deliver cultural change, including ensuring that roles, responsibilities & systems in relation to H&S management are understood by all managers / supervisors.	Steve Parker	31-Dec-12 (review date)
<i>Physical Hazards and H&S</i>		Criminal prosecution of senior staff.	C2		D1	Deliver Strong Leadership Project: Year 2.	Steve Parker	31-Mar-13
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.	<u>Lead Member(s):</u> Cllr Julian Thompson-Hill					All Heads of Service able to demonstrate that robust managerial control is being exercised in relation to all H&S risks.	Steve Parker	30-Jun-13

				are fully understood and completely understood. Fire Control Systems are in place for the highest risk locations, but there is still a backlog of essential work. Fire management planning systems exist, but need to be improved and fully understood by staff.		Consolidate and enhance our systems for managing property-related fire risks.	Steve Parker / Paul McGrady	31-Dec-12
						Provide guidance and assistance to managers responsible for developing fire management systems (e.g. building managers)	Steve Parker	30-Apr-13
						All Heads of Service able to demonstrate that robust managerial control is being exercised in relation to all (non-infrastructure) Fire management Systems).	Steve Parker	30-Jun-13
DCC015	Mohammed Mehmet	The time and effort invested in collaboration may be disproportionate to the potential benefits if we are not able to influence the collaboration agenda.		The fact that the residual & inherent risk scores are the same (and red) suggests that our current control environment in this area is weak. Although it may not be possible to control this risk, we do need to be involved in the discussion in order to influence the agenda. We are represented on the Regional Leadership Board, but the agenda is ultimately driven by Ministers.		CET to review whether the council is represented sufficiently on all relevant forums to ensure that we are fully engaged with collaboration discussions.	Mohammed Mehmet	31-Jan-13
<i>Partnership / Contractual</i>								
The risk that the council cannot influence the collaboration agenda, and that further collaboration is forced upon on rather than entered into voluntarily. Collaboration is not voluntary; it is already a requirement of the Compact. However, it is resource intensive and benefits realisation can be difficult.	<u>Lead Member(s):</u> Cllr Hugh Evans		B2		B2			
DCC016	Mohammed Mehmet	Potential increase in demand for services: e.g. homelessness and homelessness 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.		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. A joint bid with Flintshire for WG funding for a HB / Housing options co-ordinator officer for 2 years has been successful. Regular contact with Landlords (Private & Social) is being maintained. Letters are being sent to all affected customers advising of changes, with benefit visiting officers available for home visits. Assumptions around the loss of income have been built into the Council's Medium Term Financial Plan.		1. Work in ongoing to advise residents of the benefits they are entitled to claim. <i>At this stage it is difficult to update claimants on what the actual effect will be on them due to the significant uncertainties, numerous changes and the interdependencies and complexities of the benefits system. As yet there are no clear proposals from the Welsh Government. Legislation is expected to be approved in December, with WG regulations following in January. The Chancellor's autumn statement in December should also tell us the final amount of funding that will be allocated to the scheme.</i>	Paul McGrady	31-Jan-13
<i>Economic & Financial</i>								
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.	<u>Lead Member(s):</u>		B3		B3			