

## Denbighshire County Council

Register Owner: Corporate Executive Team

[LINK TO POLICY STATEMENT](#)

Updated: 05.06.2013

[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
<b>DCC001</b> <i>Professional / Managerial</i>	Sally Ellis	Significant reputational loss. Possible intervention by Welsh Government. Legal/compensation costs.	<b>B2</b>	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.	<b>C2</b>	Safeguarding is an issue corporately for Denbighshire and also where we have indirect responsibility (e.g Arms Length Companies). To manage this, a proposal is in development to establish a Corporate Safeguarding Committee. This proposal will go to the Social Services and Education Management Team in early June and, if approved, will go to CET and SLT.	Sally Ellis	Early June 2013
<b>The risk of a serious safeguarding error where the council has responsibility.</b> 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.	<u>Lead Member(s):</u> Cllr Bobby Feeley							
<b>DCC004</b> <i>Professional / Managerial</i>	Rebecca Maxwell	The council is unable to deliver the associated savings incorporated into the MTFP through the Modernisation priority if our policies don't support proposed strateav. Organisational	<b>B2</b>	There's a CRM in place in HR Direct to enhance efficiency and provide improved management information to identify areas of common enquiry. Workforce Plannina is now embedded and	<b>B2</b>	Report on Improvement Plan progress due before Corporate Governance Committee in June	Linda Atkin	30-Jun-13
<b>The risk that the HR framework doesn't support the organisation's aims.</b> The	<u>Lead Member(s):</u>							

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)	Cllr Barbara Smith	functions such as restructures might be slow to progress or even violate employment law if our managers are not effectively supported		the service is happy with its development. HR Improvement Plan in place and resources allocated. Plan lasts until December, and actions are tracked in Verto		No further action identified	N/A	N/A
---	--------------------	---	--	---	--	------------------------------	-----	-----

<b>DCC006</b>								
<i>Economic &amp; Financial</i>	Mohammed Mehmet	The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.	<b>C1</b>	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.  Communication channels opened with BCUHB.  Budget-setting process and Modernistaion 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	<b>C2</b>	Plans to integrate financial planning with service and performance planning are underway, for implementation in the autumn 2013	Paul McGrady	01-Oct-13
<b>The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income.</b> Although we do have a 2-yr indicative settlement, this position could change but, we think, with some warning. The impact of reduced settlements for our partners (e.g. Health) could also be felt by us	<u>Lead Member(s):</u> Cllr Julian Thompson-Hill					No further action identified	N/A	N/A
<b>DCC007</b>								
<i>Legislative / Regulatory</i>	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).	<b>B3</b>	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 is moving from GCSX to PSN accreditation. Mobile racking installed in the corporate stores, and archiving backlog dealt with. Staff workshops delivered on good archiving practices. Printer process now supports staff to collect printing when visiting the printer. Addresses are double-checked by a second member of staff when sending out sensitive information	<b>C3</b>	Three year EDRMS programme plan in place (to move essential paper records to electronic format), and delivery confidence will be reported here (via Verto)	Alan Smith	30-Sep-13
<b>The risk that critical or confidential information is lost or disclosed.</b>	<u>Lead Member(s):</u> Cllr Barbara Smith					Develop a plan for raising corporate awareness and compliance with legal retention schedules	Alan Smith	31-Aug-13
						Information Manager recruited into BPP service, and due to start in June 2013.	Alan Smith	10-Jun-13
						Use MMC as a vehicle for raising awareness of Information Management and security issues	Alan Smith	30-Sep-13
						Confirm whether the 'address checking policy' is necessary in any other services	Alan Smith	31-Jul-13

<b>DCC011</b>	Rebecca Maxwell	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.	<b>D2</b>	The control environment in this area is the joint Emergency Planning Unit (Denbighshire & Flintshire). We also continually 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	<b>D2</b>	A regional approach is now being taken to Emergency Planning, and is moving towards implementation	Rebecca Maxwell	31-May-13
<i>Environmental</i>	<u>Lead Member(s):</u> Cllr David Smith						Action plan to be developed following debrief and 'lessons learnt' report	Steve Parker
<b>DCC012</b>	Hywyn Williams	Reputational damage. Potential intervention by the WG. Significant resources may be required to be diverted to deliver immediate and substantial change.	<b>C2</b>	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. Steps to incorporate self assessments into council self assessment through Service Performance Challenges.	<b>D4</b>	Annual governance statement and corporate self assessment to be integrated into a single annual self assessment.	Alan Smith	31-Mar-14
<i>Legislative / Regulatory</i>	<u>Lead Member(s):</u> Cllr Hugh Evans							
<b>DCC013</b>	Hywyn Williams	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.	<b>B2</b>	Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities. Heads of Service advise DCC on	<b>B3</b>	Alternatives to the Rhyl Sun Centre are being considered.	Peter McHugh	31-Mar-13
<i>Partnership / Contractual</i>	<u>Lead Member(s):</u>							
<b>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.</b>								
<b>The risk of a significantly negative report(s) from external regulators.</b>								
<b>The risk of significant financial and reputational liabilities resulting from</b>								

<p><b>management of some Arm's Length organisations.</b> Liabilities could arise due to financial, HR, safeguarding, or general management problems</p>	<p>Cllr Huw Jones</p>		<p>any emerging issues and risks.</p> <p>Financial support and/or subsidies being provided.</p> <p>Processes are in place to manage relationships between DCC and Arm's Length organisations.</p> <p>Intervention measures are exercised by DCC if relationships with Arm's Length organisations are difficult to manage</p> <p>Resources have been committed to improve financial monitoring of facilities.</p>	<p>Proposal for developing The Nova into a facility to complement the Aquatic Centre to be taken to Council</p>	<p>Jamie Groves</p>	<p>31-Jul-13</p>
---	-----------------------	--	--	---	---------------------	------------------

<b>DCC014</b>	Hywyn Williams	<p>Serious injury or death of an employee and/or member of public. Significant reputational damage Substantial legal/compensation costs. Criminal prosecution of senior staff.</p>	<p><b>C2</b></p>	<p>New H&amp;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 &amp; phone line incident reporting. Council has existing Health and Safety Management System(s)- 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&amp;S team who are going out into the workplaces and providing support, guidance and feedback where it is needed. The H&amp;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</p>	<p><b>E2</b></p>	<p>In-house training and face-to-face discussions between managers, staff and CH&amp;S to deliver cultural change, including ensuring that roles, responsibilities &amp; systems in relation to H&amp;S management are understood by all managers / supervisors.</p>	Steve Parker	31-Dec-13					
<i>Physical Hazards and H&amp;S</i>	<u>Lead Member(s):</u>										Steve Parker	31-Dec-13	
<p><b>The risk of a health &amp; safety incident resulting in serious injury or the loss of life.</b> This could be as a result of an ineffective H&amp;S management system; inadequate fire control systems (infrastructure); or inadequate fire management planning.</p>	<p>Cllr Julian Thompson-Hill</p>										Provide guidance and assistance to managers responsible for developing fire management systems (e.g. building managers)	Steve Parker	31-Dec-13
												Modify the H&S intranet pages to make them more user friendly, provide specific information on roles and responsibilities and radically amend guidance documents to ensure that they provide information that can be easily understood and used to benefit the DCC workforce.	Gerry Lapinton
							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				

<b>DCC015</b>	Mohammed Mehmet	Denbighshire may end up with a service that's more expensive to deliver, or a reduction in service quality through losing control of its services.		The Partnership Toolkit can support existing and new collaboration by providing a strong governance framework, advising on Business Case development; Developing and Reviewing; and Exit Strategies and Evaluation.		No further action identified		
<i>Partnership / Contractual</i>								
<b>The risk that the collaborations that Denbighshire participates in don't deliver their forecast benefits and/or have an adverse impact in terms of finance and/or quality of service.</b> When we enter collaborations we lose some control of the quality and cost of the work that we do, and nor are we directly in control of benefits realisation.	<u>Lead Member(s):</u> Cllr Hugh Evans		B2		B2			
<b>DCC016</b>	Paul McGrady	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. This could also impact on our ability to deliver our Corporate Priorities		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.		Set up reporting arrangements for the group to keep Corporate Governance informed of its progress	Paul McGrady	30-Sep-13
<i>Economic &amp; Financial</i>								
<b>The risk that the impact of welfare reforms is more significant than anticipated by the council.</b> 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> Cllr Hugh Irving		B2		B3			

<b>DCC017</b>	Sally Ellis	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.	<b>B2</b>	ICT Strategy (developed in conjunction with SLT) agreed. ICT Business Partners work with services to forecast their ICT needs. All decisions for investment taken at Capital Investment Strategy group. ICT Strategy offers a mechanism for estimating net savings that investments can make. Communication of the 'Run, Grow and Transform' theory helps the organisation to understand how projects might benefit the organisation. The Prograame Office has introduced a Stage Review Group that offers some quality assurance for business cases, prior to their being passed on for approval. Phase 2 of the ICT Strategy approved by SLT No projects associated with the Modernisation programme will be approved without a business case. IT Steering Group established to meet quarterly Although approved in principle, as projects with the ICT Strategy Phase 2 become timely, a business case will be required.	<b>C2</b>	Arrange a peer review for ICT	Cara Williams	31-Jul-13
<i>Technological</i>	<u>Lead Member(s):</u> Cllr Barbara Smith					Business Partners will confirm workstyle baseline and forecast future workstyles in preparation for an SLT workshop on 6 June to share experience and ambition, so that a future workstyle forecast can be developed by the end of July.	Cara Williams	06-Jun-13
<b>The risk that the ICT framework does not meet the organisation's needs, and that the technology we invest in does not deliver the intended benefits for the Modernisation programme.</b> 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.								
<b>DCC018</b>	Sally Ellis	The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits	<b>B2</b>	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 coordinate 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. Business Partners are now allocated to every major change to ensure consistency.	<b>C2</b>	No further action identified	N/A	N/A
<i>Professional / Managerial</i>	<u>Lead Member(s):</u> Cllr Barbara Smith							
<b>The risk that change/modernisation project benefits are not fully realised.</b> 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.								



<b>DCC019</b>	Hywyn Williams	Delays in delivering the 21st Century Schools Programme.		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)		No further action identified	N/A	N/A
<b>Economic &amp; Financial</b>	<u>Lead Member(s):</u>							
<b>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.</b> 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 anticipated, it can affect the timing of each project, which can impact on the overall programme.	Cllr Eryl Williams		B2		C2			
						No further action identified	N/A	N/A
<b>DCC020</b>	Mohammed Mehmet	Restructures for DCC if services are merged.		WG's methodology for consultation is yet to be announced		Once it is clear what the avenues for influence will be, make arrangements to participate	Mohammed Mehmet	31-May-13
<b>Political</b>	<u>Lead Member(s):</u>							
<b>The risk that the review by The Commission On Public Service Governance And Delivery negatively affects Denbighshire.</b> This review was announced by the First Minister in April 2013, and is due to conclude by the end of 2013. It could fundamentally reconstruct the way public services are delivered, thus affecting DCC structures and processes.	Cllr Hugh Evans	DCC becomes obsolete if councils are merged.  If transition is to take place, there could be a period of instability for staff  Service delivery suffers	C1		C1			
						No further action identified	N/A	N/A
<b>DCC021</b>	Sally Ellis	• inefficient services • gaps in service provision • delays/failure to deliver joint projects • reputational damage		Establishment of a Denbighshire Health and Social Care Board, of which BCU is a member.  DCC presence in Key CPG meetings and Regional Boards looking at implementing		Terms of reference for the Denbighshire Health and Social Care Board to include the management of risks relating to interfaces between the two organisations	Sally Ellis	N/A
<b>Partnership / Contractual</b>	<u>Lead Member(s):</u>							
The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop	Cllr Bobby Feeley		B2		B3			

Council (DCC) do not develop,  
leading to significant  
misalignment between the  
strategic and operational  
direction of BCU and DCC



Intermediate Care & Locality  
working

No further action identified

N/A

N/A