

Report to	Performance Scrutiny Committee
Date of meeting	6 May 2025
Lead Member / Officer	Cllr Julie Matthews, Lead Member for Corporate Strategy, Policy and Equalities / Helen Vaughan-Evans – Head of Corporate Support: Performance, Digital & Assets
Head of Service	Helen Vaughan-Evans – Head of Corporate Support: Performance, Digital & Assets
Report author	Robyn Lovelock – Insight, Strategy & Delivery Manager / Heidi Barton-Price, Strategic Planning and Performance Officer
Title	Corporate Risk Register Review (February 2025)

1. What is the report about?

1.1 An update on the February 2025 review of the Corporate Risk Register and the Council's Risk Appetite Statement. Please see the following appendices:

- Appendix 1 – Summary
- Appendix 2 – Full details of Corporate Risks updated as at February 2025
- Appendix 3 – Risk Appetite Statement

2. What is the reason for making this report?

2.1 This report asks the Performance Scrutiny Committee to review the risks facing the Council.

2.2 This report asks the Performance Scrutiny Committee to review the Council's Risk Appetite Statement (Appendix 3) as part of this review.

3 What are the Recommendations?

- 3.1 That the Performance Scrutiny Committee considers the suggested amendments to the Corporate Risk Register as at February 2025 (Appendix 2), and discusses any further amendments that may be required, including new risks.
- 3.2 That the Performance Scrutiny Committee considers the status and risk appetite (Appendix 3) of each risk, the appropriateness of risk owners and the effectiveness of risk controls.

4 Report details

- 4.1 The Corporate Risk Register is developed and owned by the Chief Executive Team (CET) alongside Cabinet. The previous in-depth review was presented to Performance Scrutiny Committee in [November 2024](#).
- 4.2 The Council currently has 14 Corporate Risks on the Register. Risk 48 is proposed to be de-escalated to a Service level (see significant changes 4.6 below), no new risks have been added. The Council will then have 13 Corporate Risks on the Register.
- 4.3 Performance Scrutiny Committee should be assured that CET as Risk Owners have taken a proactive monitoring approach to Corporate Risk and held quarterly 'deep-dives' into the following risks during 2024/25:
 - Risk 1- The risk of a serious safeguarding or practice error, where the council has responsibility, resulting in serious harm or death.
 - Risk 31- The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery.
 - Risk 34- The risk that there is insufficient regulated care.
 - Risk 48- The risk that recruitment and retention issues leads to a loss of expertise and capacity resulting in poor or inadequate performance.
- 4.4 The February 2025 updates are summarised at the start of each Risk in the main register (see Appendix 2).

Significant changes / “Deep Dive”

- 4.5 Risk 21: The risk that the integration of health and social care services between BCUHB and DCC does not develop further, the Residual Risk Score has been heightened from C2 Possible/High Impact to B2 Likely/High Impact in accordance with the current situation.
- 4.6 Following the CET “deep dive” into Risk 48 : The risk that recruitment and retention issues leads to a loss of expertise and capacity resulting in poor or inadequate performance, CET agreed to de-escalate this risk from the Corporate Risk Register to a Service level. It was considered more appropriate for any recruitment and retention issues to be evaluated and managed by Heads of Service, for their service areas through their Service Risk Register (as the level of this risk will vary between services).
- 4.7 That Performance Scrutiny Committee note that a revised approach is to be taken for these “deep dives” to be held in Senior Leadership Team (SLT) sessions going forward on a quarterly basis. This will ensure wider Service input into a “deep dive” of a risk. One session is also to include an annual external horizon scanning exercise of risks.
- 4.8 The first SLT “deep dive” has been undertaken (3rd April 2025) on Risk 14: 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) with the Inherent Risk Score being heightened from C2 Possible/High Impact to B2 Likely/High Impact. The Residual Risk Score remained unchanged at E2 Rare/High Impact.
- 4.9 Cllr Gwyneth Ellis has been removed from Risks 12, 31, 48, 51, 52 and 53 as Lead Member for these risks with any risk escalation going to Cllr Jason McLellan as Leader during the interim period.
- 4.10 The committee should also be assured that financial risks have an ongoing and detailed process in place to ensure that those risks are constantly monitored as part of general budget discussions.

Risk Appetite Statement

- 4.11 The Risk Appetite Statement (Appendix 3) has been reviewed and applied with no proposals for amendment.
- 4.12 Seven risks (54%) remain inconsistent with the Council's Risk Appetite Statement.
(Risks: 1, 21, 34, 45, 50, 51 and 52)

5. How does the decision contribute to the Corporate Plan 2022 to 2027: The Denbighshire We Want?

- 5.1 The purpose of the Corporate Risk Register is to identify the potential future events that may have a detrimental impact on the Council's ability to deliver its objectives, including its corporate priorities. The identified controls and actions are, therefore, crucial to the delivery of the Corporate Plan 2022 to 2027.

6. What will it cost and how will it affect other services?

- 6.1 The cost of developing, monitoring and reviewing the Corporate Risk Register is absorbed within existing budgets.

7. What are the main conclusions of the Well-being Impact Assessment?

- 7.1 The Corporate Risk Register documents identify risks and mitigating actions. The process of developing and reviewing the document itself does not impact adversely on any of the well-being goals. However, any new process, strategy or policy arising as a result of a mitigating action may require a well-being impact assessment.

8. What consultations have been carried out with Scrutiny and others?

- 8.1 In February to April, prior to Performance Scrutiny Committee the CET Risk Owners (Chief Executive Officer and Corporate Directors) and SLT have confirmed the content of the Corporate Risk Register Summary (Appendix 1), or detail any changes needed to main register (Appendix 2).
- 8.2 SLT held their first "deep dive" session on 3rd April 2025 as outlined above in 4.8.

- 8.3 The Corporate Risk Register Summary circulated to SLT/Cabinet Briefing supported the updated register.
- 8.4 Governance and Audit Committee received the Corporate Risk Register Summary (Appendix 1) for information at the meeting on 30th April 2025.

9. Chief Finance Officer Statement

- 9.1 There are no financial implications arising from developing, monitoring and reviewing the Corporate Risk Register.

10. What risks are there and is there anything we can do to reduce them?

- 10.1 There are no risks associated with this review.

11. Power to make the decision

- 11.1 Local Government Act 2000.
- 11.2 The Council's Constitution outlines the roles and responsibilities of senior officers and stipulates that clear procedures and processes must be in place to manage risk effectively.
- 11.3 Section 21 of the Local Government Act 2000 and Section 7 of the Council's Constitution sets out Scrutiny's powers