Cyd-Bwyllgor Corfforedig Gogledd Cymru
North Wales Corporate Joint Committee

NORTH WALES CORPORATE JOINT COMMITTEE

20 November 2026

TITLE: Risk Management Strategy

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1. PURPOSE OF THE REPORT

1.1. The purpose of the report is to present the draft Risk Management Strategy, which is contained in Appendix 1, to the Corporate Joint Committee for consideration an approval.

2. DECISION SOUGHT

2.1. That the Corporate Joint Committee considers the contents of the attached draft Risk Management Strategy and offers comments thereon.

3. REASON FOR THE DECISION

3.1. The development and adoption of a Risk Management Strategy is a high priority in the Corporate Joint Committee's Transformation Programme. This is due to the fact that:

- Risk Management enhances strategic planning and prioritisation
- Risk Management assists in achieving objectives
- Risk Management strengthens the ability to be agile

(UK Government 'Orange Book')

3.2 The 'Orange Book', *Management of Risk – Principles and Concepts*, has been developed by HM Treasury to provide guidance on risk management, and in particular on developing a structured methodology for identifying, assessing, managing and mitigating both strategic and operational risks. Although primarily developed for Central Government, the principles are as relevant to local government organisations, including Corporate Joint Committees.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

4.1. The development of comprehensive risk management arrangements will allow the North Wales Corporate Joint Committee to adopt a structured approach to dealing with the opportunities and risks that the organisation faces. Risk management needs to be an essential part of governance and leadership, and fundamental to how the North Wales Corporate Joint Committee is directed, managed and controlled at all levels.

4.2. It is worth noting the following key quotation from the CIPFA and HM Treasury:

> Risk Management is not about being 'risk averse' but is about being 'risk aware'
>
> *(CIPFA: Risk Management in Public Services)*
>
> Public Sector organisations cannot be risk averse and be successful.
>
> *(HM Treasury 'Orange Book')*

4.3 The corporate governance arrangements of the CJC remain in development, with a comprehensive Transformation Programme in place with regular reviews, and fortnightly meetings of key officers to ensure progress. The draft proposed risk management strategy contained in Appendix 1 is a significant part of this programme and is due for implementation during the 2026/27 financial year.

4.4 The draft Strategy was presented to the Governance and Audit Sub-Committee at its meeting on 4 June:

Covering report

Draft Strategy

Whilst there was discussion at the Sub-Committee about some of the risks that Ambition North Wales faces, no amendments were suggested to the Strategy.

4.5 Following this, and in accordance with the trail approved by the Governance and Audit Sub-Committee, a report was presented to the Ambition North Wales Leadership Team where there was discussion on refining some aspects of the paper. These amendments have been incorporated in the Strategy.

4.6 Further information of roles and responsibilities is provided in Part 5 below. Here, the responsibilities of the Corporate Joint Committee are outlined as:

- Provides challenge and input to the Risk Management Strategy and Risk Register
- Approves the Risk Management Strategy and register including and any material changes as required
- Monitors progress in the management of Corporate Risks
- Holds the Leadership Team accountable for the effective management of risk

4.7 There is already a comprehensive risk register in place for the North Wales Growth deal which has been kept under review since the inception of the growth deal. This was last considered by the Economic Well-being Sub-Committee at its meeting on 15 May 2026: Growth Deal Risk Register May 2026.

5. ROLES AND RESPONSIBILITIES

5.1. Further to the role of the Governance & Audit Sub-Committee as described in Part 4 above, the draft Risk Management Strategy outlines the roles of different individuals and group within the risk management process:

Role	Responsibility
CJC	➢ Provides challenge and input to the Risk Management Strategy and Risk Register ➢ Approves the Risk Management Strategy and register including and any material changes as required ➢ Monitors progress in the management of Corporate Risks ➢ Holds the Leadership Team accountable for the effective management of risk
Governance & Audit Sub-Committee	➢ Review and assess the risk management strategy and register ➢ Provide recommendations to the CJC ➢ Support and promote effective risk management. ➢ Monitors adherence
Leadership Team	➢ Contribute and approve the Risk Management Strategy and register for consideration by the Governance & Audit Sub-Committee ➢ Deliver the CJC's Risk Management Strategy ➢ Effective management action of the Corporate Risk Register ➢ Support and promote effective risk management.
Chief Finance Officer (Section 151 Officer)	➢ Prepare and promote the CJC's Risk Management Strategy ➢ Develop risk management controls in conjunction with the leadership ➢ Active involvement in all material business decisions to ensure short, medium and long-term implications, opportunities and risks are fully considered ➢ Foster and embed a culture of risk management across the organisation.
Internal Audit	➢ Assess the effectiveness of the Risk Management Strategy and the system of internal control. ➢ Support and promote effective risk management. ➢ Provides independent assurance
Risk Owners	➢ Accountable for the management action and control of all assigned risks ➢ Support the identification and management of risks. ➢ Ensure effective risk management arrangements are in place for their area. ➢ Promote risk-based decision making across the department.
All staff	➢ Support the identification of risks and contribute to their management, as appropriate.

6. FINANCIAL IMPLICATIONS

6.1. There are no direct financial implications arising from approval of the Risk Management Strategy itself.

6.2. The Strategy will, however, provide clear guidance to the organisation on the procedures to be followed in prioritising its activities in view of the risks and opportunities that will arise, allowing Ambition North Wales to make informed decisions on the use of its resources.

7. LEGAL IMPLICATIONS

7.1. The legal requirements on the Corporate Joint Committee with regards to risk are addressed in the body of the report. In particular, it notes the statutory requirements on the Governance and Audit Sub-Committee under Section 81 of the Local Government (Wales) Measure 2011 with regards to risk management.

7.2. In a wider context, the adoption of a systematic approach, as detailed in the draft Risk Management Strategy and informed by the 'Orange Book' (HM Treasury), fulfils the requirement to make the best use of the resources available, allows the organisation to prioritise activities and mitigate the risks associated with its activities in an informed manner.

8. WELL-BEING OF FUTURE GENERATIONS IMPLICATIONS

8.1. The report supports the sustainable development principle by strengthening arrangements for long-term governance, prevention, integration, collaboration and involvement. In particular, a structured risk management procedures assists the CJC in maintaining robust arrangements for risk, finance, performance and corporate governance.

9. EQUALITY, DIVERSITY AND WELSH LANGUAGE IMPLICATIONS

9.1. There are no direct equality, diversity or Welsh language implications arising from approval of the Risk Management Strategy.

10. APPENDICES

10.1. Appendix 1 – Draft Risk Management Strategy.

STATUTORY OFFICERS COMMENTS:

i. Monitoring Officer:

"The adoption of a formal Risk Management Strategy supports the CJC's wider governance, assurance and decision-making framework. The proposed arrangements appropriately recognise the respective roles of the Corporate Joint Committee, the Governance and Audit Sub-Committee, the Leadership Team and statutory officers in identifying, reviewing and managing corporate risk.

Subject to the Strategy being implemented and kept under regular review, no specific legal issues arise from the recommendation other than those mentioned."

ii. Statutory Finance Officer:

Author of the report.