Portfolio / Priority	ef.	Risk Description		naged (		Risk Owner	Existing Mitigation	Owner	Cur	rent Sc		Planned Additional Mitigation	Owner	Target Date	
	Risk Ref.		Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)				Risk Status (▲ ▼ <
Finance and Resources	1	Financial Resilience	5	5	25	Paul Satoor - Corporate Director for Business Management	Refreshed Medium Term Financial Plan based on investment and income generation approved at Council in March 2019		3	5	15	MTFS updated on a quarterly basis and reported to Cabinet for early intervention and resolution of budget deficits Community Wealth Building Strategy		Jul-19	
						wanagement	Continual (not annual) budget setting process with scrutlny and challenge to ensure future business cases for savings proposals are robust and deliverable  Robust and rigorous monitoring of budgets and	Shaer Halewood - Director of Finance				to keep wealth in the Borough		Jul-19	
<b>2019/20 Priority</b> Strategic Long Term Financial Plan for Wirral							savings plans in year					Complete mandatory Budget workshops for all Budget Holders	Shaer Halewood - Director of Finance	Jul-19 Jul-19	
							Scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable					Implement new Capital Budget arrangements with revised reporting and monitoring	& Investment		
		Failure to effectively manage changes to the way that the Council is funded could lead to poor decisions on service reductions, unplanned efficiencies and in year overspends, resulting in the Council being unable to deliver priority services					Programme of service reviews considering the most financially sustainable models	Tim Games - Head of Business Change & PMO, Suzanne Moore - Head of Org Dev & Design				Refreshed Financial Resilience Strategy includng reducing reliance on reserves through a phased approach		Jul-19	
		to vulnerable communities					Establishment of a Financial Governance Structure to improve Accountability, Management and Monitoring of Budgets	Shaer Halewood - Director of Finance & Investment				Implementation of new Agency arrangements to minimise reliance on and length of agency placements	Nicki Butterworth - AD Commercial Management	Jun-19	1
							Establishment of a Commercial Strategy and Commercial Ideas Panel	Nicki Butterworth - AD Commercial Management				sources to support planned growth	Alan Evans - AD Growth, Regeneration & Place / Daniel Kirwan - Commercial Finance	Sep-19	
dult Care and Health	2	Demand Management	5	4	20	Graham Hodkinson - Director for (Adult) Care & Health	Better Care Fund investment in preventative and re-ablement services	Graham Hodkinson	4	4	16	Implementation of the Wirral Together Strategy to minimise reliance on public services through a phased programme over the next decade	Rachel Musgrave - Consultant in Public Health	From April 19 - ongoing during 19/20	
<b>019/20 Priority</b> Improve Health & Wellbeing by		Failure to improve the quality of health and care services through integrated commissioning and delivery arrangements, could lead to demand					Domicilliary Care recommissioned to manage demand and responsiveness of the market  Social Work services integrated with partners	Jacob Ordov				Implementation of the Home First	Jacqui Evans - AD, Unplanned Care and	From	
oining Up Services for Residents		continuing to increase, leaving the Council exposed to increased financial pressures in relation to meeting social care assessed need					with a section 75 agreement for most services, focus on demand management, early intervention and prevention	Jason Oxley - AD - Health and Care Outcomes				Pathway	Community Care Market commissioning	01/06/2019	
							Implementation of Healthy Wirral Strategy	Graham Hodkinson							
Jobs and Growth	3	Exposure to Economic and Market Risk	3	5	15	Paul Satoor - Corporate Director for Business	Robust financial modelling on business cases with external due diligence as required	Shaer Halewood	2	5	10	Ensure long term project milestone plan to determine capacity and capabilty to deliver so as not to over expose the council to risk	Shaer Halewood	Jul-19	
						Management	Long-term strategic regeneration framework that articulates the Council's approach to economic growth and investment.	Alan Evans - AD Growth, Regeneration & Place				Improve horizon scanning through Local Economic Assessment production	Nancy Clarkson	Sep-19	
		The aggregate level of risk presented by multiple regeneration projects is not recognised, leaving the Council over-exposed in the event of a downturn in					A collaborative relationship with the LCR Combined Authority has been established to engage Strategic Investment Fund investment in Wirral growth projects	Alan Evans - AD Growth, Regeneration & Place				Develop detailed place specific 'blueprints/masterplans' to articulate a phased approach to growth projects	Alan Evans - AD Growth, Regeneration & Place	19 - ongoing	
2019/20 Priority Strategic Long Term inancial Plan for Wirral	the economy and/or markets	the economy and/or markets					Risk exposure analysis undertaken of immediate growth projects	Shaer Halewood - Director of Finance & Investment				. ,	Shaer Halewood	Jul-19	1

Portfolio / Priority	ef.	Risk Description	Unma	anaged S		Risk Owner	Existing Mitigation	Owner	Cur	rent So		Planned Additional Mitigation	Owner	Target Date	
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Leader	4	Employee Engagement & Capacity for Change	4	4	16	Paul Satoor - Corporate Director for Business Management	People Strategy & OD plan (attracting and retaining talent leadership, values behaviours and performance, embracing change, workplace wellbeing)  The People Strategy is designed to deliver a suite of initiatives to raise the capability and capacity of the organisation. This will be delivered by a systematic programme of work over the next 18 months which is robustly governed by a People Strategy Board, chaired by Director C&OD, underpinned by a cultural change programme and communications plan. Engagement so far has included residents, staff and councillors, and is consistently driven at leadership conferences and CMT meetings. Feedback is excellent and the culture change is positive. Also developed a performance framework to provide measurable evidence of capacity, capability and culture change	Nikki Boardman - Director of Change & Organisation Design	4	4	16	Management Programme	Suzanne Moore  – Head of Organisational Design and Development	Dec-19	
		There is a risk that insufficient capacity or expertise, cultural resistance from	-				Health and wellbeing strategy					Ensure clarity over the skills that are needed for the future through an organisational diagnostic and a new workforce planning process	Nikki Boardman	Dec-19	
		staff or ineffective engagement with partners means that the ambition of the Wirral Plan is not realised, perpetuating inefficiencies and preventing required outcomes from being achieved					Staff engagement sessions					Further improve managers' ability to address under-performance. A project to introduce a new performance management framework is underway		Ongoing programme during 19-20	
	5	Local Plan	4	5	20	Paul Satoor - Corporate Director for Business Management	Programme management approach to Local Plan implementation. In February 2019, the Council brought in a consultant to assist with the Programme Development and implementation.	Tim Games - Head of Bus Change & Prog Management	4	5	20	Conduct green belt review	David Ball	Ongoing during 19/20	
Housing and Planning		A failure to ensure the Council's arrangments for the consultation, publication and implementation of the	-				Council has an agreed timeline for production of the Local Plan	David Ball - AD Major Growth Projects & Hsg				Consultation process for the Local Plan	David Ball	Ongoing - From Sep 2018	
		Local Plan could result in intervention, a loss of control over future development and missed opportunities to promote economic growth.					Recruitment of additional capacity to Forward Planning Team and this is being supported by specialist consultancy support in relation to the evidence base.	Delivery				Administrative support provided to the Forward Planning Team to assist with Local Plan	David Ball	Ongoing during 19/20	
2019/20 Priority Local Plan	-						LGA, Planning Officers Society and Planning Advisory Service supporting the work on the Local Plan								
							There is a Programme Board meeting with the Senior Responsible Officer, Paul Satoor, every two weeks and a technical Programme Board on the week in between. There are monthly meetings with MHCLG to monitor progress against the timeline set out in the MHCLG Action Plan. These meetings are constructive and allow discussion not only in relation to the Local Plan production but also how it will be delivered.								

Portfolio / Priority	ef.	Risk Description		anaged S		Risk Owner	Existing Mitigation	Owner	Cur	rent S		Planned Additional Mitigation	Owner	Target Date	
	Risk Ref.		Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)				Risk Status (▲ ▼ ◀
		Local Plan (continued)	4	5	20	Corporate Director for Business	The Council is working with major landowners and developers in Wirral with a focus of bringing forward and maximizing developemnt in key regeneration areas, for example Wirral Waters, and on brownfield land and employment designated sites where there is little or no demand for future employment uses. A number of these are moving into the planning process and once full planning permission is granted this will enable them to be included in the five year housing supply which is a critical piece of work for the Local Plan. Work is also progressing on the housing trajectory for years 6 to 15 of the plan.	David Ball - AD Major Growth Projects & Hsg Delivery	4	5	20	Peer review	David Ball	Sep-19	
Leader	6	Partnership Working	4	4	16	Graham Hodkinson - Director for (Adult) Care & Health	Co-ordination of all engagement and interaction with LCR partnerships	Rose Boylan - Policy and Strategy Manager - External	3	4	12	Refreshed approach for engagement and briefings to ensure Wirral plays an effective and influential role in wider Partnerships. New process for communications will include monthly updates to SLT, regular briefings for the Leader and improved sharing of relevant informations with officers.	Rose Boylan	Jun-19	
							Officer cross LCR working					Refresh approach to Wirral Partnership	Rose Boylan	Ongoing during 19-20	
		Inability to take advantage of collaborative opportunities locally and					The Wirral Partnership					Planned meetings with Chamber of Commerce	Shaer Halewood Alan Evans	Dec-19	
		nationally, limiting improvement in economic conditions for the community					Integration of health and social care	Graham Hodkinson							
		and the Council's funding position					Engagement with City Region Partnerships eg: LEP, LCRCA Investment Team, LCR ESB, Local Industrial Strategy, LCR One Front Door	Alan Evans - AD Growth, Regeneration & Place & Rose Boylan							
	7	Governance	4	4	16	Corporate	Internal governance procedures (DMT, Leadership, SLT, Call over Board, Cabinet/SLT, portfolio holder briefings)	Philip McCourt - Director of Governance and Assurance		4	12	Complete the review of the Constitution	Philip McCourt	2020 (subject to possible change to committee system from May 20)	
Leader							Council Constitution.					Implement the new Scheme of Delegation	Philip McCourt	2020 (subject to possible change to committee system from May 20)	
		Failure to maintain effective corporate					Code of Corporate Governance					Deliver Member development sessions	Philip McCourt	From April 19 - ongoing during 19/20	
		governance could result in poor decision- making, malpractice and breach of legislation, leading to regulatory intervention and significant cost, both in financial terms and to the reputation of the Council	-				Member / Officer Protocol  Corporate Policies (e.g. Whistleblowing)					Establish Chief Executive's office	David Armstrong - Corporate Director Delivery Srvs	From April 19 - ongoing during 19/20	
2019/20 Priority Strategic Long Term Financial Plan for Wirral							Ethical Framework for Members  Oversight provided by Corporate Governance	_							
Financial Plan for Wiffal							Group Improved Annual Governance Statement Compliance Group	-							

Portfolio / Priority	tef.	Risk Description	Unmanaged Scores			Risk Owner	Existing Mitigation	Owner		rent S		Planned Additional Mitigation	Owner	Target Date	
	Risk Ref.		Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)				Risk Status (▲ ▼ ◀ :
Jobs and Growth	8	Brexit	5	5	25	Corporate Director for Business	Maximising extensions for remainder of EU Funding programmes and engagement in negotiations for replacement/aternative sources of funding.	Alan Evans - AD Growth, Regeneration & Place	5	5	25	Monitor the international and national financial climate and to include any potential negative financial impact in the MTFS	Shaer Halewood	Oct-19	
<b>2019/20 Priority</b> Creating Jobs, Driving Regeneration		Uncertainty caused by Brexit adversely affects public and market confidence, impacting demand for housing and the level of inward investment in the borough. Other Brexit implications e.g. lack of workers available for care type work; withdrawal and/or reduction in					Identification and evaluation of potential implications and development of strategic responses.	Rose Boylan				Take legal advice on the impact of any changes to legislation affecting the council  Delivery of Brexit Action Plan	Philip McCourt  Rose Boylan	Ongoing during 19/20 Ongoing during 19/20	
		external funds impacts ability to sustain investment in local programmes										Corporate Resilience Officer (Brexit Co-ordinator) to be appointed	Mark Camborne	Oct - Dec 19	
	9	Upstream / Preventative Activity	4	4	16	Graham Hodkinson / Paul Boyce	Health and Social Care Integration	Jacqui Evans - AD - Integrated Commissioning Programme	4	4	16	Improved business intelligence arrangements and tools for Population Health management.	Nancy Clarkson	Mar-20	
							Early Help and Prevention Strategy	Elizabeth Hartley, Assistant Director - Early Help and Prevention				Partnership for children	Carly Brown - Asst Director - Modernisation & Support	Aug-19	
Adult Care and Health Children & Families		Insufficient time and resource for preventative and upstream activity mean that outcomes for vulnerable people do not improve, resulting in demand for recetive continuous part reducing a presentative contin					Public Health Commissioning	Julie Webster - Director for Health and Wellbeing				Joint Commissioning Forum/Framework	Carly Brown - Asst Director - Modernisation & Support	Mar-20	
		reactive services not reducing, or increasing.										Planned work in Adult Social Care to review the referral/single point of access arrangements, to enhance strength based approaches to assessment and support planning, to develop a nieghbourhood model ensurign that people can access the right support at the right time.	Oxley/Jacqui Evans/Graham Hodkinson.	Mar-20	
Jobs and Growth	10	Wirral Growth Company	4	5	20	Corporate Director for Business	Weekly Programme Steering Group Meetings, monthly Programme Board meetings and 2 weekly meetings with Muse. Supporting governance and programme structure & monitoring in place.	Sian Hartley - Programme Manager	3	5	15	Establishment of shareholder board	Philip McCourt	Ongoing during 19/20	
	1						Clearly documented legal framework and partnership agreement	Philip McCourt				with robust business cases.	Daniel Kirwan & Alan Evans	during 19/20	
2019/20 Priority Creating Jobs, Driving		Failure of the Wirral Growth Company to deliver anticipated benefits undermines the Council budgetary position,					Existing relationships and historic knowledge with Muse and partners	Paul Satoor				Partnership Business Plan being produced	Sian Hartley	Nov-19	
Regenration		economic growth aspirations and public and investor confidence in the authority.					Fundng model	Shaer Halewood				Public Consultation	Sian Hartley	Jun-19	
												All- Member workshop	Sian Hartley	Jun-19	

Portfolio / Priority	Ref.	Risk Description	Unma	anaged S		Risk Owner	r Existing Mitigation	Owner	Cur	rent S		Planned Additional Mitigation	Owner		Current Risk Status (▲ ▼ ◀ □)
	Risk Ref.		Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)				
	11	Significant safeguarding incident	4	4	16	Graham Hodkinson - Director for (Adult) Care & Health and Paul Boyce - Corporate Director for Children's	Multi-agency Safeguarding Arrangements for Children (formerly Wirral Safeguarding Children Board) activity including audit, scrutiny, training and publication of policies, procedures and guidance. Children and Families Overview and Scrutiny Committee. Integrated children's safeguarding performance management arrangements.	Simone White - Deputy Director for Children	3	4	12	New multi-agency safeguarding arrangements for children led by the LA, health economy and police including robust local audit and case review procedures	Paul Boyce	Sep-19	
		The Council and its partners do not effectively manage their relevant safeguarding risks, leading to a safeguarding incident, resulting in harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny				Services	Merseyside combined Safeguarding Adult Board. Care and Health Overview and Scrutiny Committee/Care and health Panel.	Graham Hodkinson				Review of referral and handling processes for safeguarding adult alerts, LCR benchmarking.	Graham Hodkinson	On-going during 19/20	
	12	Business Continuity Planning	2	4	8	Paul Satoor - Corporate Director for Business Management	Business Continuity Policy	Shaer Halewood	2	4	8	Risk, Continuity and Compliance manager to be appointed	Mark Niblock	Sep-19	
		Failure to coordinate and maintain effective business continuity plans leaves the Council unable to respond to an incident, resulting in a major failure in service delivery					Compliance audits  BC Tests	Mark Niblock - Senior Manager Internal Audit Mark Camborne - Lead Commissioner Comm Svs & Resilience							
	13	Cyber Security	5	5	25	Paul Satoor - Corporate	Cyber Security Policy	Pete Moulton - Head of ICT &	2	5	10	Programme of migration from Windows 7 to Windows 10	Peter Moulton	Jan-20	
		IT security is insufficient to deter, detect and prevent unauthorised access to IT systems, resulting in loss of data and disruption to Council services.				Director for Business Management	Weekly review of security incidents  New threats communicated to staff and Members  Technical controls: 1) Endpoint security software, 2) Network firewall 3), Prevention of	Digital				Responsibility for Information' training Staff and Members Cyber Awareness Training	Sue Blevins  Jane Corrin	Ongoing during 19/20 Dec-19	
							Implementation of 'patching' policy	Creation of Cyber Security review alignment against s best practice on monthly ba	Creation of Cyber Security Board to review alignment against security best practice on monthly basis	Peter Moulton Jul-19	Jul-19				
							Responsibility for Information' training	Sue Blevins - Senior HR Manager Schools & Commercial							
	14	Health & Safety Management	4	4	16	Paul Satoor - Corporate Director	Corporate health and safety policy	Andy McMillan - Health, Safety & Wellbeing	3	4	12	Paper planned for SLT in June 2019 setting out issues and proposed actions in relation to H&S	Tony Williams	Jun-19	
		If health and safety / compliance policies and procedures are not sufficiently developed, tested or adhered to by officers, members or contractors, this could lead to an incident resulting in harm to employees / Members / members of the public, legal challenge and reputational damage	5			for Business	Implementation of health and safety management arrangements.	Manager				Policy reviewed annually to be agreed by SLT	AMcM / SLT	Apr-20	
							Essential H&S training for managers available. Specific Hazard related training available for managers and staff. Health surveillance monitoring in place and Occupational Health.	A McMillan				Improvements in SLT/DMT oversight of compliance. Development of elearning modules for key H&S processes	SLT/DMTs / AMcM	Apr-20	
												Formation of a Strategic health, safety and wellbeing group. Setting of objectives to mitigate H&S risks	A McMillan/Tony Williams	Apr-20	